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Chapter 1: Introduction

Ingenious solutions are sometimes discovered in plain sight. A comprehensive national energy plan to utilize America's energy sources, innovative spirit and desire to protect our environment is hereby awaiting discovery in the midst of the American people.

Within one week of going public (10/7/08) with our non-profit organization named CEP (Citizens Energy Plan), 14 businesses and/or organizations agreed to sponsor CEP officially and financially. Please review the list of Sponsors at the Sponsor tab. Thank you to the 60 or so of you who came from throughout the state of Minnesota to our first public meeting on 10/7. As leaders from the various energy entities, environmental groups and businesses, you gave us the necessary "lift" to move forward.

As founders of Citizens Energy Plan we have worked diligently to form our non-profit corporation, connecting with our generous and visionary members/sponsors and constructing our website. We thank our early supporters for their commitment and foresight as we jointly take on this awesome endeavor for current and future generations. We invite and encourage you to visit our member/sponsor page to join in a non-partisan and "multienergerial" approach. We are moving forward with momentum and will with your help create a better future. Be sure to tell everyone you know about us and encourage them to join as well.

We will schedule a Town Hall Meeting in the coming weeks when the roll-out strategy is completed. Please review this web site periodically for further announcements.

While we face real environmental and climate changes coupled with increasing energy demand from a more populated world, we can also see tremendous opportunities for our nation. We should not settle for just becoming energy secure, but rather focus on how these United States of America can continue to lead with other advanced nations by allowing our free people to create technological, environmental and "multienergerial" solutions for a world that is searching for answers. To remain among leader nations, we must first remain a free people and a nation that is economically strong.

Plans are underway to hold an Energy Summit in early 2009. We are still working out the details of when and where it will take place along with pinning down some very empowering speakers. Check our website often to keep yourself posted on the latest developments.

May God Bless America...the land of the free and the home of the brave! We ought to bless future generations by leaving a world that is better than how we found it. Max Lucado writes: *Each generation will either pillage or plant. We harvest seeds (knowledge and systems) sown by men we never knew. We will sow seeds to be harvested by descendants we will never see. Dependent upon the past, responsible for the future: ...part of a chain* (When God Whispers Your Name).

Chapter 2: Statements of Vision, Mission, Outcome and Approach

Vision: The United States of America having a secure, sustainable, affordable and environmentally-balanced national energy plan.

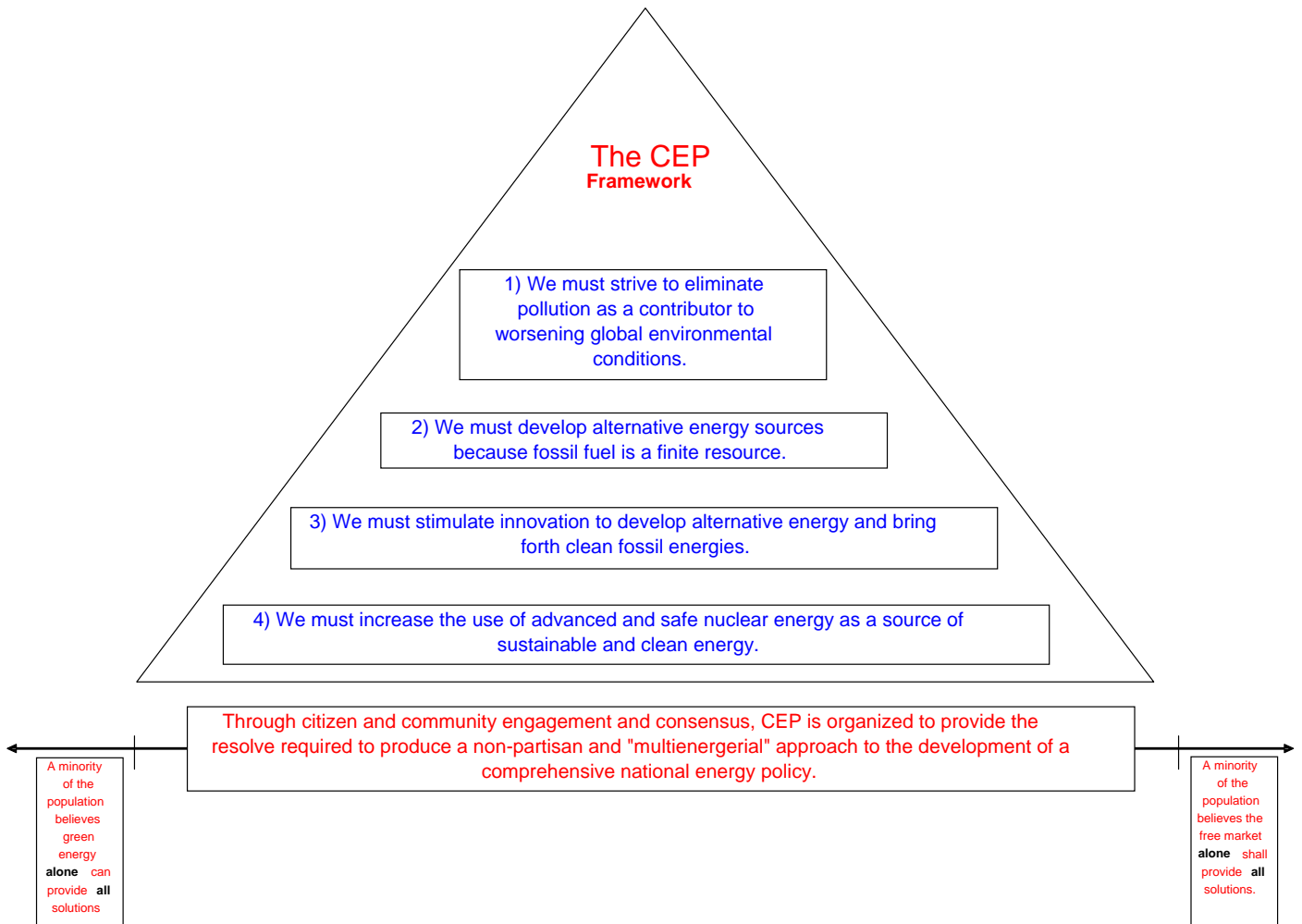
Mission: Through citizen and community engagement acquire the resolve and consensus required to develop and to have enacted into law a national energy plan crafted by appointed industry leaders whose priority is in serving the United States of America and who together are committed to the vision of producing a comprehensive, sustainable, cost-effective and environmentally balanced energy plan which is inclusive of all energy resources and technologies.

Outcome: Through a comprehensive national energy plan, our industries and innovators will embark on the journey to place the U.S.A. among leader nations to bring clean fossil energy and cost efficient renewable energy and technologies to the world while providing engaging career opportunities and maintaining freedom for coming generations.

Approach: Achieving a comprehensive national energy plan that can survive the test of time will hinge on whether we the people stand up to hold ourselves and our leaders accountable. Envision a multitude of individuals, thousands of corporations and organizations pledging the CEP vision. Together we will provide the path and safety for our industrial and political leaders to develop a national energy plan that is for the people and not colored by one sided political agendas, special interest groups and industrial groups.

Chapter 3: The Framework: do you think like CEP?

We the people desire a long-term national energy plan that is non-partisan, environmentally sound, and which is inclusive of all energy sources and technologies. It is therefore probable and our hope that you will agree with the balanced CEP framework described below. Assuming you agree with CEP, please review chapter 15 to determine how you can participate.

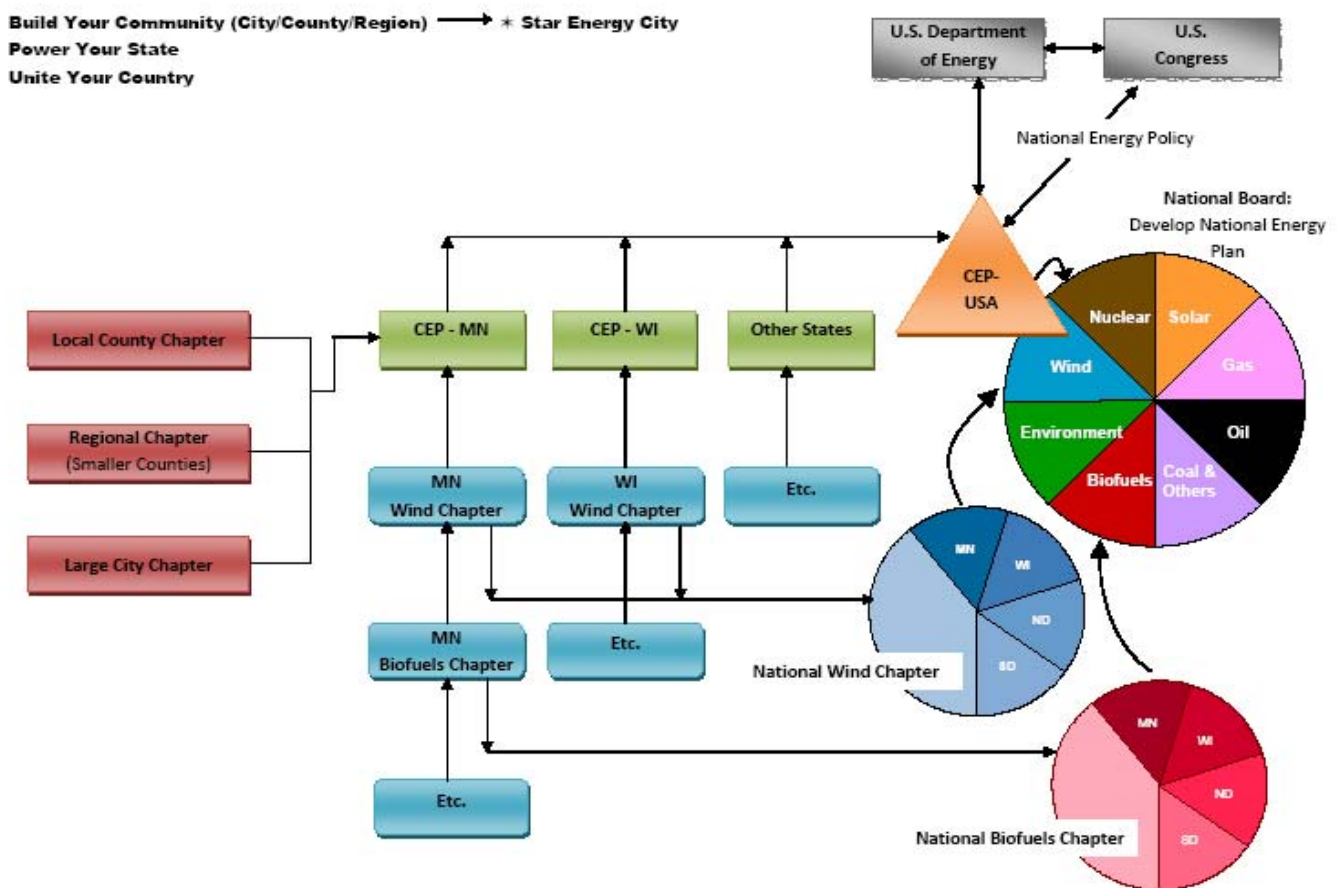


If you subscribe to the left or right positions, we encourage you to reconsider how a one-sided plan realistically can fulfill the current and future global challenges associated with 2 billion people pursuing the living standard of the industrialized world. The impact to the environment from increased pollution and risk of declining goodwill between nations caused by energy shortages can bring serious challenges. Nevertheless, these challenges are also tremendous opportunities as we begin the journey to a new energy system that is balanced and sustainable.

Chapter 4: The CEP role and relational map

CEP will during the energy plan development ensure that the process stays true to the vision and mission agreed by *we the people*. CEP will seek to develop and maintain appropriate working relationships with and among city, county and federal agencies, and leaders from all industry, energy, and environmental fields, and build from there a grass-roots level, balanced forum and representative and collective voice offering real solutions based on the vision, mission and principles of CEP. We believe this approach will form the basis for meaningful and effective legislation on both state and federal levels. The end result is an energy plan that can be presented to the legislative and executive branches. The chart below illustrates the relational dialog leading to a comprehensive national energy plan.

Relational Map of various CEP functions



Chapter 5:

Statements of Principle

1. The U.S. has and/or can have sufficient technology and resources for a secure, affordable, and environmentally balanced energy system.
2. The U.S. is currently overly dependent on energy resources (primarily oil) from other countries.
3. We must pursue sound energy stewardship that leads to national energy security and/or interdependency with friendly nations.
4. We believe energy efficiency is both local and national responsibility, and require leadership and participation from all fields and industries.
5. We believe the energy plan must be non-partisan and enhanced by the unique attributes / advantages inherent within each of the individual states in the union for the benefit of the nation.
6. We believe the traditional fossil energies are limited and should be preserved also for the needs of future generations.
7. We believe there is no single 'silver bullet' that will solve all environmental, climate and energy related challenges. It is therefore required to incorporate all energy sources into the overall plan combined with sound environmental solutions.
8. It is true that many scientists currently believe that climate change is caused by human activity. Others point out that ridicule, threats of lost funding etc to those that disagree have been counterproductive and stifled meaningful dialog. Regardless of who is right, it is nevertheless not too late to develop a comprehensive plan focused on reducing the twin global threats --- increasing global pollution and a looming energy shortage as two billion people are striving to reach the living standard of the industrialized world.
9. We believe the United States of America is well positioned to bring forth the new technology required to solve the world's coming energy shortage. It is time for us to be brave and connect with people and organizations within our country that we have not connected with for some time. It is time for the industrialists, environmentalists, consumers, and innovators to find a common course to sustain the Now and to pursue the Future for coming generations.
10. We believe the challenge of energy shortage and reversing global pollution will either define the U.S.A. as a nation that lost its lead or as a nation that will remain among leader nations by first solving our internal energy shortfalls. We can only lead with others by remaining economically strong, maintaining adequate energy resources, capitalizing on the American spirit of innovation to clean up the fossil energies and by building a "bridge" to the renewable energies and technologies. A world that in 30 years or so is expected to grow to 9 billion people is waiting for our nation to participate with global solutions.

11. We believe nuclear energy should be included in the national energy plan. Other nations have surpassed or are in the process of surpassing the United States in the applications of nuclear energy. Co-founder of Greenpeace, Dr. Patrick Moore states: “Nuclear energy is the only non-greenhouse gas emitting power source that can effectively replace fossil fuel and satisfy global demand.” Source: JMS, p. 197. Although we have not developed industrial nuclear energy for 30 years due to fear and the influence from special interest groups, we are still the most experienced user globally through our U.S. Navy.
12. We believe it is necessary for a gradual phase in and long-term tax-incentive system to allow the renewable energies to compete with the traditional oil, gas, coal and nuclear energies.
13. We believe that we the people have a responsibility to exercise faithful stewardship and wise management over the earth's resources and environment. We believe it is the responsibility of our generation to solve the core challenges that otherwise will be too heavy to lift later if we leave the burden for future generations.
14. We believe it will require innovations: Quoting Thomas Friedman: “We are not going to regulate our way out of the problems of the Energy-Climate Era. We can only innovate our way out, and the only way to do that is mobilize the most effective and prolific system for transformational innovations and commercialization of new products ever created on the face of the earth – the U.S. market. There is only one thing bigger than Mother Nature and that is Father Profit, and we have not even begun to enlist him in this struggle.” TLF, p. 243-4
15. We believe it will be the American free market combined with coordination with and among city, county, state, federal agencies, and assisted by a long-term tax-incentive system signed as law by Congress that will lead to a comprehensive national energy plan. Friedman summary: only the free market can allocate enough capital and people fast enough for the scope, speed and scale we need. TLF, p. 244

Source: Thomas L. Friedman: Hot, Flat and Crowded

Chapter 6: The American Dream

The United States of America - the land of the free and the home of the brave. It is time to unite again as one nation to protect the Now (life as it has been and/or should be) and pursue a bright Future for coming generations.

The challenge of energy shortage and reversing global pollution will either define the U.S.A. as a nation that lost its lead or as a nation that will remain among leader nations by first solving our internal energy shortfalls. We can only lead with others by remaining economically strong, maintaining adequate energy resources, capitalizing on the American spirit of innovation to clean up the fossil energies and by building a “bridge” to the renewable energies and technologies. A world that in 30 years or so is expected to grow to 9 billion people is waiting for our nation to participate with global solutions.

Leaders will arise from the world of nations with global solutions. These nations will not only provide energy and technology to the world, but will also export its ideology to the benefit or detriment to humanity. Two of our national thinkers summarized our national opportunity as follows:

Thomas Friedman: “The world has a problem: It is getting hot, flat, and crowded. That is global warming, the stunning rise of the middle class all over the world, and rapid population growth have converged in a way that could make our planet dangerously instable. The best way for America to solve its big problem – the best way for America to get its “groove” back – is for us to take the lead in solving the world’s big problem.”

Newt Gingrich: Former Speaker of the House of Rep.: “America is unrivaled in our ability to solve tough problems and create bold, powerful solutions. That’s exactly what we need to do with the energy crisis we now face. We CAN become energy independent, while lowering prices at the pump today and developing innovative and effective energy alternatives for the future....And we CAN be responsible stewards of our environment, protecting the grand beauty and richness of our country without sacrificing our robust engines of growth, expansion and entrepreneurship.”

The issue is not whether or not we believe global warming is caused by human activity. The issue is rather that either we as the United States of America will participate in the process of bringing forth the new technology required to solve the world’s coming energy shortage or it will be solved upon us. It is time for us to be brave and connect with people and organizations within our country that we have not connected with for some time. It is time for the industrialists, environmentalists, consumers, and innovators to find a common course to sustain the Now and to pursue the Future for coming generations. A few parting word’s from wise men from history - Aristotle: “Men, in general, desire what is good.” John Morley (English statesman): “It is not enough to do good; one must do it the right way.” Ralph Waldo Emerson in 1844: “America is the country of the Future. It is a country of beginnings, of projects, of vast designs and expectation.”

Chapter 7: Who we are

We are a group of five energy and business leaders from Minnesota who in a small way started this process to unite America's leaders from the various energy fields, industries, businesses, environmental and consumer advocates and the academia to jointly create a Comprehensive National Energy Plan. You can help to transition this humble beginning to a national process that will bring us the real solutions. Within one week of going public (10/7/08) with our non-profit organization named CEP (Citizens Energy Plan), 14 businesses and/or organizations agreed to sponsor CEP officially and financially. Please review our list of Sponsors included in the chapter for Sponsors and Members.

We invite you and your organization to join us in this coordinated endeavor to continue America's historical legacy. Why do we need to form another organization (CEP)? Our desire is not to be just another "me too" organization. While we applaud the many groups who add value to their communities and to the nation through their unique expertise and/or advocacy, we find life to be too short to take on another project unless it can be transformational for the nation. We believe a real solution can only survive the test of time if it is truly non-partisan, if it truly has strong support from the American people at large. *We the people* will provide a path for our leaders representing America's vast industries to generate a comprehensive energy plan for our nation.

The truth is that there is no single 'silver bullet' energy solution. We must therefore pursue a "multi-energerial" approach to solve America's challenges and subsequent solutions for the world. To this goal, we seek other like-minded people and organizations with expertise, willingness to commit time and resources, and with the ability to work in a non-partisan approach to find long lasting solutions. Please review the chapter titled "What You Can Do" to find out how you can participate in the process.

Founding members:

- V. Lee Byberg – Initiator of Citizens Energy Plan; Vice President of Operations, Life-Science Innovations, Inc.; GM of Willmar Poultry Company; MBA from the University of Minnesota
- Bob Bonawitz - President, Willmar Municipal Utility Commission; Board Member of West Central Regional Partnership; BS and MA degrees from the University of Minnesota, MBA from St. Thomas University
- Donna Boonstra – Kandiyohi Power Cooperative Board Member; Pursuing Board Leadership Certificate; Certified Cooperative Director
- Dave George – CEO, Kandiyohi Power Cooperative; BS degree from the University of Minnesota - Mankato (Bus. Adm. and Economics)
- John Baumgartner – Owner, Baumgartner Environics, Inc.; Chairman of the Board for Great Plains Institute; Board Member of West Central Regional Partnership; BS from the University of Minnesota (double major in Agronomy & Plant Genetics and Agricultural Economics)

Chapter 8:

Individuals / organizations providing intellectual support, consultation and services

1. Christianson & Associates, PLLP, Willmar, MN – accounting and tax services
2. Attorney Richard L. Ronning, Willmar, MN – legal services
3. Attorney David L. Monroy, Rivers International, Elk River, MN – legal and strategy
4. Win Curtis, White Bear Lake, MN – specialist on the Policy Governance Model
5. Joseph M. Shuster, chemical engineer, author, www.beyondfossilfools.com, New Prague, MN – insight
6. Tim Miller, Development Partners, Prinsburg, MN – funding strategy
7. FamousDavisPro.com, Willmar, MN – webdesign
8. Betsy Bonnema, RedStar, Willmar, MN - promotion

Chapter 9: Sponsors and members

We appreciate the foresight by our early sponsors in support of CEP (Citizens Energy Plan). Their official support has enhanced our credibility while their financial support has enabled us to fund the early activities. These organizations contributed a total of \$55,000 plus accounting, tax and legal services. Without your early support, it would be much more difficult to move ahead with the process to connect America's industries as we jointly develop a Comprehensive National Energy Plan.

CEP early sponsoring organizations:

1. Willmar City Council, Willmar, MN
2. Willmar Utility Commission, Willmar, MN
3. Prinsco, Inc., Willmar, MN
4. Willmar Poultry Company, Inc., Willmar, MN
5. Kandiyohi Power Cooperative, Willmar, MN
6. Willmar Electric Service, Willmar, MN
7. Christianson & Associates, PLLP, Willmar, MN
8. Attorney Richard L. Ronning, Willmar, MN
9. Hybrid Turkeys (genetics), Kitchener, Ontario
10. Aviagen Turkeys, Inc (genetics), Lewisburg, WV
11. Lakeland Broadcasting Company, Willmar, MN
12. Business Music, Willmar, MN
13. Great River Energy, Inc., Maple Grove, MN
14. Allied Power, LLC., Willmar, MN

CEP Member organizations:

1. Willmar City Council, Willmar, MN
2. Willmar Utility Commission, Willmar, MN
3. Prinsco, Inc., Willmar, MN
4. Willmar Poultry Company, Inc., Willmar, MN
5. Kandiyohi Power Cooperative, Willmar, MN
6. Willmar Electric Service, Willmar, MN
7. Christianson & Associates, PLLP, Willmar, MN
8. Attorney Richard L. Ronning, Willmar, MN
9. Hybrid Turkeys (genetics), Kitchener, Ontario
10. Aviagen Turkeys, Inc (genetics), Lewisburg, WV
11. Lakeland Broadcasting Company, Willmar, MN
12. Business Music, Willmar, MN
13. Great River Energy, Inc., Maple Grove, MN
14. Allied Power, LLC., Willmar, MN
15. CURE (Clean Up the River Environment), Montevideo, MN

Chapter 10: The CEP competitive advantage

Our vision and mission statement are a bold endeavor to acquire the resolve and consensus required to develop a national energy plan. What drives a group of regular citizen to believe it is possible to take on such a mission? Is it not the role of our national leaders and experts to take the lead?

The reasons our national leaders have not and probably can not develop a national energy plan with the strength and balance to survive the test of time extending through more than one or two presidential administrations are explained in the chapter (tab) titled **“Obstacles to a national energy plan”**.

It is we the people who must provide a path for our political leadership and industry representatives to free themselves from the special interests that seem to have hindered the emergence of a broader energy plan for U.S.A. When we rise in consensus and provide goodwill to our leaders, we become extra-ordinary people ...this is the essence of the history of the U.S.A. – it is the land of the free people and the home of the brave.

The CEP advantages are:

1. No preconceived “strings” except the vision, mission, principles and value statements agreed by joining members.
2. Our smallness and newness is our strength ensuring success and momentum:
 - a. Consensus: Achieved by *we the people* agreeing to pursue an energy plan.
 - b. Resolve: Regular people arising by recruiting others to become members.
 - c. Not bureaucratic: free to navigate unhindered toward the direction pointed by the organizational statements and powered by the resolve of the people.

Non-partisan: By pursuing consensus majority agreement by *we the people*, we will achieve our goal by providing our leaders and experts the framework to develop the national plan without consideration to the narrower focuses championed by special interest and support groups.

Chapter 11: Obstacles to a national energy plan

As a nation we have not pursued the efforts necessary to establish a comprehensive national energy plan. This failure to not produce a national energy plan is caused by a multiplicity of factors such as our national interest groups pursuing their specific agendas, the inability of our political parties to work consistently in a non-partisan manner on major national issues, and *we the people* not holding our leaders accountable.

History casts a pessimistic outlook for the likelihood that our political leaders will establish a comprehensive energy plan with broad enough consensus to survive the test of time beyond one or two presidential terms. A conclusion by the Boston Pacific Company, Inc. in a 10/2008 report to the Minnesota Public Utilities Commissions stated, “And, finally, we note that complicating matters further is the fact that the Federal Government has been slow to enact a national energy plan...”

In reality, it is beyond slow...we are concerned the wait will be longer than long.

A rational, sustainable, and comprehensive national energy plan is hinged on whether we the people stand up to hold ourselves and our leaders accountable. A real plan will arise if *we the people* provide a path for our political leadership to free themselves from the many “strings” that are keeping them from moving forward.

Some of these obstacles, or “strings”, are as follows:

1. **Institutional paralysis:** The inability to move forward and/or change direction with a more common sense solution despite new factual information due to previously imposed biases and restrictions imposed by historical funding sources and special interest groups (i.e. – examples).
2. **Free market economics versus role of Government:** While the free market engine is the only efficient system capable of balancing demand and supply, the Federal Government is best equipped to carry the coordinating role on central programs such as national defense. Since energy uniquely sustains life through our production systems coupled with the global demand for cleaner energy, perhaps we can all agree it is time for a more coordinated effort to steer the free market system to attain sufficient cost equilibrium needed between the traditional energies and the renewable energies. The reality that energy at the global level is prevented from functioning in a free market system due to the manipulations by the national energy companies (example OPEC) is further attestation that we must have a coordinated plan for our nation.
3. **Political grid-lock:** The power of any politician is based on her/his ability to be elected or re-elected. What is popular to a constituency, special interests or a party’s platform will take precedence over any “greater good”. While the two may coincide, party loyalty and special interests are most likely to win out should they not coincide. We currently live in a polarized political climate. Bipartisanship is often espoused but rarely endorsed. Add to this a necessity to include local, state, and federal government bodies

into a comprehensive plan, it is easy to understand why there has been no national energy plan developed to date.

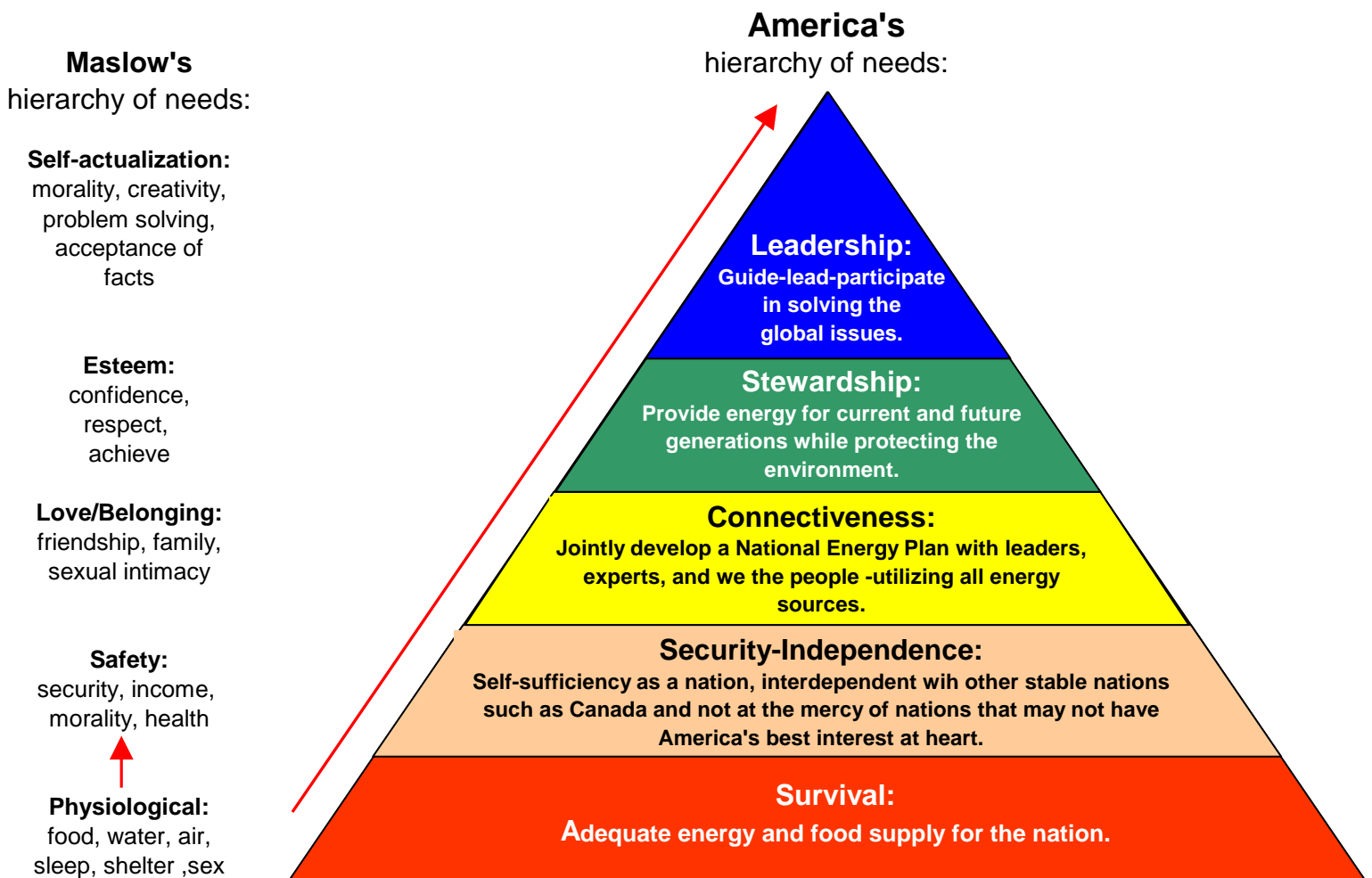
4. **Global warming grid-lock:** Our political parties, academic institutions and media have not provided a meaningful process for insightful dialog on this critical issue. While much of the debate in the media and by institutions has focused on to which degree human activity is causing global warming, much time has gone by and goodwill lost between nations, political parties, and people.

It is true that many scientists currently believe that climate change is caused by human activity. Others point out that ridicule, threats of lost funding etc to those that disagree have been counterproductive and stifled meaningful dialog. Regardless of who is right, it is nevertheless not too late to develop a comprehensive plan focused on reducing the twin global threats --- increasing global pollution and a looming energy shortage as two billion people are striving to reach the living standard of the industrialized world.

5. **Failure to consider nuclear power:** Other nations have surpassed or are in the process of surpassing the United States in the applications of nuclear energy. Co-founder of Greenpeace, Dr. Patrick Moore states: “Nuclear energy is the only non-greenhouse gas emitting power source that can effectively replace fossil fuel and satisfy global demand.” Source: JMS, p. 197. Although we have not developed industrial nuclear energy for 30 years due to fear and the influence from special interest groups, we are still the most experienced user globally through our U.S. Navy.
6. **Geographic / State territorialism / biases:** As stated above, political gridlock has kept meaningful discussion on a truly comprehensive national energy plan. In a similar vein, geographic and state differences have often road-blocked gains in expanded use of alternative fuel sources. “Big Oil” interests come from the south-central United States and Alaska. Emerging technologies in wind turbine, ethanol, and biodiesel are challenging these states throughout the Midwest and Plains States. State leaders, as stated above, will hold up the interests of their electorate over that of a national agenda. The political debate over the last decade on ethanol is but one example of the challenge that would be faced to develop national energy plan.
7. **No motivation or resolve for advancing new technologies:** During World War II synthetic rubber was created due to loss of supply from the far east. Neal Armstrong stepped onto the moon because of a nationwide resolve to win a battle in the Cold War. It is time to unite again as one nation to protect the Now (life as it has been and/or should be) and pursue a bright Future for coming generations. We can to this by creating a long term energy plan based on all energy sources.

Chapter 12: The Energy Pyramid

- It is unrealistic to expect that a nation can jump from the phase of Security-Independence to the phase of Stewardship or phase of Leadership without first going through the phase of Connectiveness. Attempting to advance without a national energy plan (the phase of Connectiveness) is imprudent as it probably would slow our national economy and impact our degree of independence.
- A National Comprehensive Energy Plan will move us to the phase of Stewardship: Protecting the now, pursuing the future, and subsequently lead to the phase of Leadership providing global solutions.



By: V. Lee Byberg and Scott Kaercher

Chapter 13: Price swings, lack of resolve, and timing

Price Swings: Mark Clayton, staff writer with of The Christian Science Monitor describes the impact of large price swings to our national resolve and to the strategies driven by the oil producing nations in his 11/6/2008 article titled: **“Are alternative fuels reliving the 1980s?”**

Peter Vanderzee (leader for two large alternative-energy projects under President Carter):
“We had the technology ready to go. But Mideast crude oil suppliers decided the US was serious about our program and just didn’t want the US making alternatives to oil. So they pumped more oil and lowered the price.”

“If I were Saudi Arabia and I wanted to undermine alternative energy,” says Robert Wescott, former chief economist for the President’s Council of Economic Advisers, “my optimal pricing strategy would be \$100 per barrel for the first year, second year, third year, and fourth – and drop it to \$10 on the fifth year.” Why? “You would capture lots of revenue, but flatten the alternative-energy sector every fifth year – at least enough to scare off investors and ensure that alternatives don’t get a foothold.”

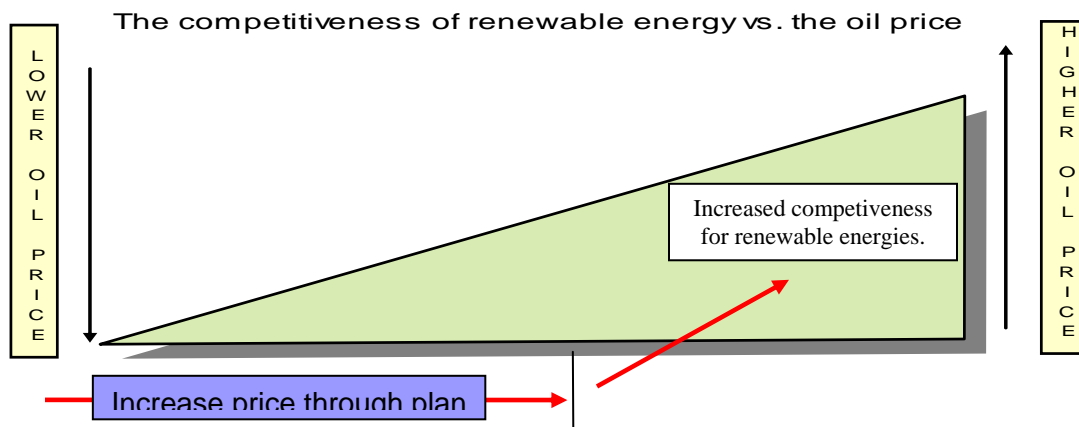
It is our (CEP) expectation that the American people do have the resolve and expectation for a national long-term national energy plan if given proper and unbiased representation. As we pursue consensus around the CEP vision, mission and statement of principles, we can develop a national energy plan that is relevant whether the oil price is manipulated high or low.

Lack of Resolve:

Price fluctuations (and manipulations by the oil cartels) coupled with the lack of national energy plan in the U.S.A. has slowed down the efforts to generate sufficient alternative energies.

The figure below illustrates a national energy plan capable to adjust the cost equilibrium between the various energy sources. Such a plan can be viewed inefficient from a free market perspective, but not when incorporating the broader global issues such as pollution, exploding future energy demand from China, India and other developing countries, and our ability to remain a free people economically and politically.

Policy: Ensure that the renewable energy sources can compete through tax incentives to bring economic cost equilibrium between the energy sources.



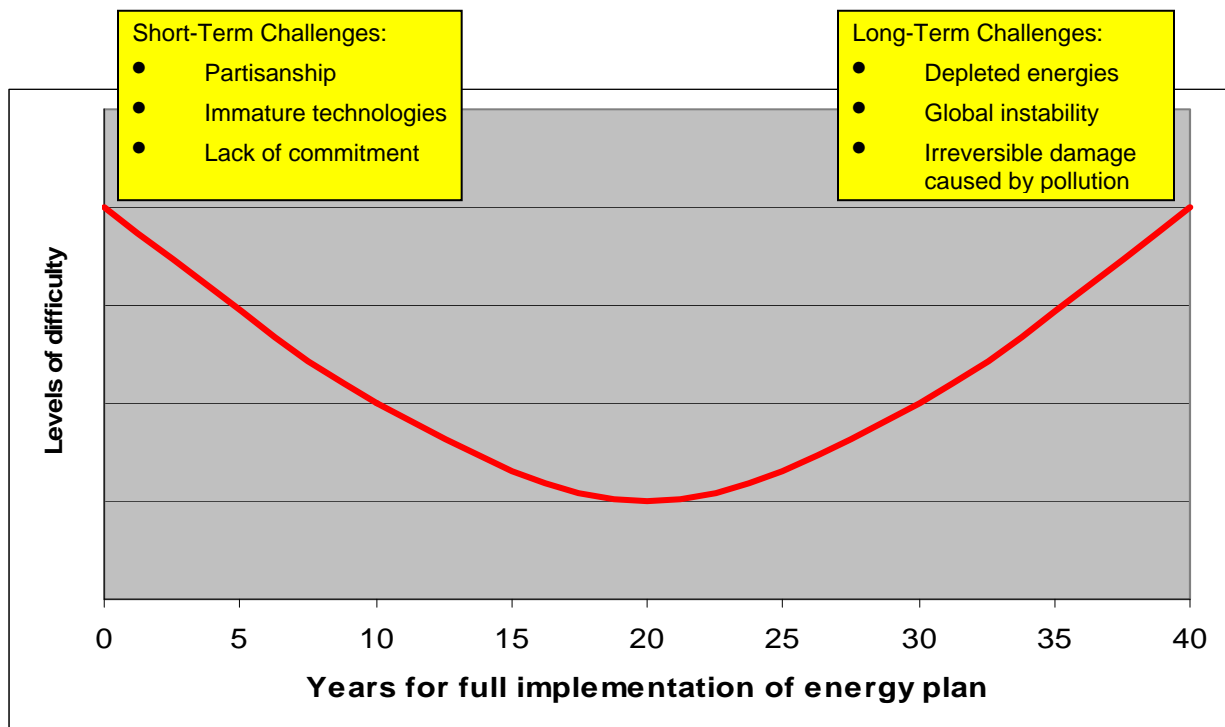
While the free market system is best at balancing demand and supply, it should be recognized that the real cost of \$2.00 per gallon of gas is much higher than \$2 when factoring in the indirect cost from pollution, cost of securing the safety of oil and gas fields in unstable political geographic areas.

Our national energy plan should include a strategy to harvest the about 2 trillion barrels of recoverable shale-oil (equal to all conventional oil ever discovered) located in remote areas in Colorado, Utah and Wyoming. These areas have not been developed due to the political grid lock in our nation. With new technologies, we will in the future have the capability to produce clean fossil energies (including coal), safe nuclear energy and substantial renewable energies.

The element of time:

Time is a friend or an enemy depending on how much time is left before the arrival of a critical event or milestone. During the fall of 2008, unprecedented attention was placed on the topic of energy. The oil price traded at extra ordinary levels peaking at \$140 while consumers paid record prices at the gas pump. Few expected the oil and gasoline price to decline as rapid as it did going into the 2008/09 winter months. Human nature is to lessen the focus when the pain is less. This lack of focus and lack of resolve is our main national energy problem. Fuel prices are now low due to the global economic slowdown causing reduced demand for energy. Nevertheless, the fundamental twin challenges facing our future remain unchanged: 1-The threat from global pollution and 2-The shortage of energy that is forthcoming as two billion people globally are pursuing the living standard of the industrialized world. It is highly probable that the cost of energy will again climb to record breaking level when the global economy regains its momentum.

The growing pollution, increasing need for clean energy and the assessment that the fossil energies are limited should suffice that we as a people should no longer wait for a comprehensive national energy plan. The longer we delay the process, the more difficult and costly a process.



The above chart illustrates that if we initiate the process now to pursue a national energy plan, we can aim to achieve the targeted goals within 20 years (plus / minus). This can be achieved through a plan that incorporates all energy sources.

Chapter 14: Budget

Citizens Energy Plan Yr 1 Budget

Base Line Budget		YTD 11/17/2008			Visionary Budget	Visionary		
INCOME SOURCE	AMOUNT	# of units	per unit	Total \$	AMOUNT	# of units	per unit	Total \$
1 Contributions from individuals	\$10,000	0	\$10	\$0	\$2,000,000	200,000	\$10	\$2,000,000
2 Contributions from businesses	\$100,000	10	\$5,000	\$50,000	\$500,000	100	\$5,000	\$500,000
3 Contributions from organizations	\$35,000	2	\$5,000	\$10,000	\$250,000	50	\$5,000	\$250,000
4 Energy Summit	\$120,000				\$120,000			
5 Grants from foundations	\$30,000				\$150,000	3	\$50,000	\$150,000
6 Misc	\$10,000				\$50,000			
7								
8								
9 TOTAL PROJECT INCOME	\$305,000			pedged > \$60,000	\$3,070,000			\$2,900,000
TYPE OF EXPENSE	COST				COST			
10 Salaries and benefits	\$85,000	< 2 full time		4 full time >	\$200,000			
11 Equipment	\$10,000				\$15,000			
12 Promotion / Education	\$15,000				\$1,000,000			
Advertising	\$8,000				\$500,000			
Promotional Materials	\$4,000				\$200,000			
Educational Materials & Training	\$3,000				\$300,000			
13 Activities to generate Energy Policy	\$10,000				\$1,500,000			
Area and Regional Meetings	\$2,500				\$1,000,000			
University & Faculty Assistance	\$6,500				\$150,000			
Legal and Statute Development	\$1,000				\$350,000			
14 Meeting Materials	\$4,500				\$20,000			
15 Energy Summit	\$80,000				\$80,000			
16 Rent	\$7,200				\$15,000			
17 Travel Expenses	\$10,000				\$30,000			
18 Consulting Fees	\$35,000				\$100,000			
19 Communications	\$2,500				\$10,000			
20 Outsourcing	\$12,500			Website etc	\$3,500			\$30,000
21 Office Supplies	\$1,500				\$5,000			
22 Meeting Refreshments	\$500				\$5,000			
23 Insurance	\$2,500				\$5,000			
24 Utilities	\$2,000				\$4,000			
25 Misc	\$1,000				\$3,000			
26 TOTAL PROJECT EXPENSE	\$279,200			\$3,500	\$3,022,000			
26 NET	\$25,800			\$56,500	\$48,000			

The Base Line Budget reflects a version of activities defined by the CEP board as very achievable. However, the vision of CEP is not to be “a me too” organization to join the many other excellent organizations that already exists. Our vision is transformational as we seek to engage our citizens to rise in strong support of a balanced and comprehensive national energy plan. As citizens we will lead by example by providing a platform of goodwill for our political and industrial leaders to craft an energy plan for our nation. It is with this extra-ordinary and transformational vision that we expect individuals, private companies and organizations to provide sufficient financial support through Sponsorship and Membership. The Visionary Draft Budget reflects the activities needed to achieve a National Energy Plan.

Chapter 15: What you can do

1. Become a member of CEP
2. Take an active role in your future by helping to create a surge of resolve by encouraging your friends to join as members and by encourage them to work the grass root concept by encouraging their friend as well.
3. Volunteer as a CEP representative in your community by conducting CEP presentations to your city council, local organizations and businesses. We will assist with presentation material, provide training for you and/or join you in person when appropriate during presentation. Please consider arranging a Town hall meeting with us in your location.
4. We seek to connect leaders from the broad range of energy “fields” with America’s industries to produce a comprehensive energy plan for our nation. Representatives and/or expertise from the following fields are encouraged to contact us:
Wind, Solar, Biofuels, Gas, Oil, Coal, Nuclear energy, Crop agriculture, Live-stock agriculture, Food retailers, Small business, Manufacturing, Transit (automotive), Consumer Advocate, Environment and Academia.

We seek your assistance to connect with organizations that can collaborate to develop an appropriate Comprehensive National Energy Plan for America. Following is a list of such organizations that should be considered in the pursuit of common solutions for our country:

1. Renewable Fuels Association (RFA), www.ethanolrfa.org
2. American Coalition for Ethanol (ACE), www.ethanol.org
3. American Wind Energy Association (AWEA), www.awea.org
4. Solar Energy Industries Association (SEIA), www.seia.org
5. National Association of Manufacturers (NAM), www.nam.org
6. U.S. Chamber of Commerce, www.uschamber.com
7. National Small Business Association (NSBA), www.nsba.biz
8. National Livestock Producers (NPLA), www.nlpa.org
9. American Corn Growers Association (ACGA), www.acga.org
10. National Retail Federation (NRF), www.nrf.com
11. National Association of Consumer Advocates (NACA), www.naca.net
12. American Nuclear Society (ANS), www.ans.org
13. Independent Petroleum Association of America (IPAA), www.ipaa.org
14. American Gas Association (AGA), www.aga.org
15. Energytomorrow (oil/gas), www.energytomorrow.org
16. National Mining Association (NMA), www.nma.org
17. American Coalition for Clear Coal Electricity (ACCCE), www.cleancoalusa.org
18. Partners of Affordable Energy (PAE), www.powerofcoal.com
19. America's Power, www.americaspower.org
20. Great Plains Institute (GPI), www.gpisd.net
21. America's environmental experts

Chapter 16:

How to become a member (and/or sponsor)

We will soon offer the opportunity for you to sign on as a member and/or sponsor of Citizens Energy Plan through Pay Pall on-line banking. In the interim, please consider joining via regular mail. Our regular mailing address is:

Citizens Energy Plan
1700 Technology Drive - Suite 212
Willmar, Minnesota, 56201

Our office location will be at the MinnWest Technology Campus (www.mnwesttechnology.com)

The sponsorship and membership options are as follows:

- Sponsorship
 - a. \$2,500 (minimum)
 - b. \$5,000 (suggested)

Most sponsors contributed \$5,000. If you agree, you will be included as an official sponsor on our web site. Check the Sponsor Tab. As a sponsor you are also a member.

- Yearly member:
 - a. \$250 for corporations or organizations
 - b. \$10 minimum for individuals

Chapter 17: Resources

Chapter 18a: Staff – our CEP executive / administrative team

Interim Executive Director: Bob Bonawitz

Assistant Executive Director: Donna Boonstra (full time)

Chapter 18b: CEP Board

Chairman and President: Lee Byberg – Initiator of Citizens Energy Plan; Vice President of Operations, Life-Science Innovations, Inc.; GM of Willmar Poultry Company; MBA from the University of Minnesota.

Vice Chair: John Baumgartner – Owner, Baumgartner Environics, Inc.; Chairman of the Board for Great Plains Institute; Board Member of West Central Regional Partnership; BS from the University of Minnesota (double major in Agronomy & Plant Genetics and Agricultural Economics).

Treasurer: Dave George – CEO, Kandiyohi Power Cooperative; BS degree from the University of Minnesota - Mankato (Bus. Adm. and Economics).

Secretary: Donna Boonstra – Kandiyohi Power Cooperative Board Member; Pursuing Board Leadership Certificate; Certified Cooperative Director.

Bob Bonawitz - President, Willmar Municipal Utility Commission; Board Member of West Central Regional Partnership; BS and MA degrees from the University of Minnesota, MBA from St. Thomas University

Chapter 18c:

CEP Energy Plan Advisory Committee (EPAC)

The CEP Board will jointly with member organizations appoint leaders, representative and/or experts to serve on the CEP Energy Advisory Plan Committee (EPAC) to craft the national energy plan. The appointees shall be selected according to CEP Policy IG-2 and shall be governed according to CEP Policy IG-1. The appointees for the EPAC shall represent the following field of interest / energies.

1. Wind
2. Solar
3. Biofuels
4. Gas
5. Oil
6. Coal
7. Electrical-power-generation/transportation
8. Nuclear
9. Crop agriculture
10. Livestock agriculture
11. Food retailers
12. Small business
13. Manufacturing
14. Automotive
15. Consumer Advocate
16. Environment
17. Open seat (3)
18. Academia (two representatives)
19. CEP Board: 5 members
20. TOTAL EPB 26

Chapter 18d:

CEP at Large Committees

Advisory Committee

The CEP Board is in the early process of assembling a team of advisors to assist with various energy, economics and policy issues. This section will be updated periodically.

- 1) **Joe Shuster:** chemical engineer, author (*Beyond Fossil Fools*), New Prague, MN, www.beyondfossilfools.com. Biography provided below.
- 2) **John E. Chapin:** President, Willmar Electric Service, served as President of Associated Builders and Contractors, Inc. (of America), Willmar, Minnesota. Biography provided below.

BIOGRAPHIES:

Joe Shuster, a chemical engineer for more than 50 years, founded or co-founded eight companies, many addressing diverse energy-related issues. He co-founded Minnesota Valley Engineering (MVE), the world's leading manufacturer of high-technology cryogenic equipment used in industry, agriculture, transportation, and medicine, MVE designed and manufactured equipment for hydrogen handling, enhanced oil recovery systems, and transportation fuel systems. Shuster also founded Teltech, a science and engineering consulting firm, which produced hundreds of technical dossiers, including reports on photovoltaic manufacturing, fuel cells, natural gas purification, and other energy related topics. He accurately predicted the oil embargo of 1973 in an energy alert paper he wrote for the U.S. Congress. He also testified before Congress in support of a national technology transfer program. Shuster is the author of "Beyond Fossil Fools" – According to Tim Penny, former Democratic U.S. congressman, 1983-1995: "(Shuster) opened my eyes. It is a political, economic, and financial epiphany...The United States must move to renewable and affordable energy in the next 30 years..."

John E. Chapin serves as the President of Willmar Electric Service. He purchased the company from his father at the age of thirty at a time when the company operated only within the state of Minnesota. Under his leadership the business has performed in forty states and twelve countries in four continents. Willmar Electric Service was a founding member of the Minnesota chapter of the Associated Builders and Contractors (ABC) in 1976. John served as the President of the Minnesota ABC chapter in 1985 and as the National President in 1990.

He was the National President of the Merit Shop Foundation 1991 and 1992. This foundation was later transformed into the National Center for Construction Education and Research (NCCER) in 1993. The **NCCER** is a not-for-profit education foundation created to develop industry-driven standardized craft training programs with portable credentials and help address the critical workforce shortage facing the construction industry. It should be

noted that John was a primary influence in getting the NCCER to become national in scope and able to service the entire construction industry.

John Chapin is actively involved in the community. He has served as the President of the Willmar Opportunities Group, a business development group for the city. He is an elder of his church, has served on a Christian school board, co-founder of Willmar Area Faith @ Work and led many other community based organizations.

Chapter 18g:

How CEP is governed using the policy governance model

Policy Governance is not about the board of directors or management controlling either more or less of an organization's business activities. It is about both entities controlling the right and necessary activities appropriately. This is accomplished by drafting and implementing of clear, concise corporate (board) policy. It specifically defines two efficient and productive relationships: 1) between board and membership 2) between board and management (CEO).

Policies are placed in four categories: 1) Governance Process 2) Board Delegation 3) Executive Limitations 4) Ends (purpose, intent). This approach differs from conventional governance in that it rises above simply trying to employ "best practices". It focuses on the external rather than the internal; on now and the future rather than the past; on defining and delegating rather than reacting and ratifying; on empowering rather than controlling. It is designed to operate more effectively in an increasingly more complex, more competitive, faster-paced and more technology based environment.

Board of Director leadership requires, above all, that the Board provide vision. To do so, the Board must first have an adequate understanding of its own job. That role is best conceived not as watchdog but as trustee for the ownership (membership).

Policy Governance is an approach that emphasizes values, vision, empowerment of both board and staff, and the strategic ability to lead leaders.

If a Board is observing the principles of the Policy Governance Model, it crafts its values into policies of the four types or categories. Policies written in this way enable the Board to focus its wisdom into one central, brief document.

Governance Process Policy - Board determines its philosophy, its accountability, and specifics of its own job of governing.

Board-Executive Linkage Policy - Board clarifies manner in which it delegates authority to CEO as well as how it evaluates CEO performance on provisions of Ends and Executive Limitations policies.

Executive Limitations Policy - Board establishes boundaries of acceptability within which CEO and staff can operate. These policies apply to staff means rather than to ends.

Ends Policy - Board defines which human needs are to be met, for whom, and at what cost. Written with long-term perspective, these mission-related policies embody most of the Board's part of long-range planning.

Chapter 18h: **Citizens Energy Plan (CEP) Bylaws** **November 7, 2008**

I. Introduction to Bylaws under Policy Governance

by Win Curtiss, Policy Governance Consultant

Within the concept of the John Carver Policy Governance Model, all language is drafted from the broadest to the narrowest, from the general to the specific. As part of the proposed policies which are separate from these bylaws, there is included a background piece on what the Policy Governance Model is and how it operates. **Suffice it to say for now that the underlying premise of the Policy Governance Model is to accurately and appropriately place accountability with respect to both organizational governance and management.**

Specificity in Policy Governance is determined and then language included only to the extent and level which the board of directors feels is absolutely necessary and required...and nothing more...and which has been accepted by the board of director. That is not to say that periodic review by the board will not or cannot result in greater or less specificity being determined.

In that respect, all actions by and directives of the board constitute new policy or become a modification of existing policy.

These proposed bylaws are written in keeping with the John Carver concept that bylaws should be as minimal as possible. However, to the extent deemed necessary, these bylaws also take into account earlier versions developed by other parties.

Bylaws of Citizens Energy Plan (CEP)

Article I --- Membership

Section 1 – Membership eligibility: Membership eligibility is determined by the board of directors but is generally open to all individuals, organizations or corporations.

Section 2 – Membership commitment:

Each member agrees with and supports the vision and mission of CEP. Corporate members pledge in writing to place America's best interests above their own corporate interests and those of industry and partisan affiliations. Individual members are given the opportunity to sign a similar individual pledge but are not required to do so.

Section 3 – Rights of membership: Each member has the opportunity to have a voice in the drafting of an energy plan through their participation in the activities of the Energy Plan Board.

Section 4 – Membership fees: Membership fees will be determined by the board of directors and may be modified from time to time, on an annual basis, by the board.

Section 5 - Resignation and termination: Any member may resign by filing a written resignation to the board. Resignation will not relieve a member of previously paid or unpaid obligations to CEP. Membership may be terminated for cause by a majority vote of the board of directors, with cause being "actions or behavior detrimental to the organization, its values and its purpose".

Article II --- Board of Directors

Section 1 – Board of director governance: All aspects of governance not included in these bylaws are determined by the board of directors in accordance with the principles of the Policy Governance Model adopted by the board.

Section 2 – Board Size: The regular and normal activities of the board of directors will be conducted by a seven-member board initially, including the core group of founders of CEP, but also including at any time those additional persons invited by the board to become members of the board.

Section 3 – Officers and duties: Officers are a board chair/president (chair), a secretary and a treasurer. All officers will be members of the board with their authorities and responsibilities determined by the board of directors. Any change in the number of officers as well as committee and committee chair designations are made by the board as required and necessary. Designations may include a “sunset provision” eliminating a position or a committee when the designated work assignment has been completed.

Section 3.1 – The duties of the chair are to:

- a. preside at meetings of the board of directors
- b. serve as chief governance officer
- c. fulfill all other duties as directed by the board of directors

Section 3.2 – The duties of the secretary are to:

- a. serve as custodian for all documents developed by the organization, including the minutes of all meetings
- b. fulfill all other duties as directed by the board of directors

Section 3.3 - The duties of the treasurer are to:

- a. serve as custodian for all financial records of the organization
- b. fulfill all other duties as directed by the board of directors

Article III --- Indemnification

Section 1 – Indemnification of Officers and Directors: As provided in Minnesota law, the directors and officers of this organization, as voluntary and uncompensated directors and officers, are granted immunity from civil liability for any act or omission if that act or omission was in good faith, was within the scope of the person’s accountability, and did not constitute willful or reckless misconduct.

Article IV --- Chief Executive Officer

Section I – Chief Executive Officer: A chief executive officer is hired by the board of directors with a specific title and with certain powers delegated to that position by the board but also including certain executive limitations, for the purpose of conducting and managing the organization’s day-to-day business operations and activities, and managing the pursuit of organizational direction and corporate policies established by the board.

Article V --- Amendments

Section 1 – Amendments: The board of directors will as may be found necessary and appropriate, adopt, amend or repeal all or any of the bylaws of this organization by a simple majority of those voting as long as the changes are not in conflict with the Articles of Incorporation.

Certification

These bylaws were approved by a two-thirds majority of the board of directors on
(**DATE**)

Chapter 18i:

Policy Manual Board of Directors Citizens Energy Plan (CEP)

November 7, 2008

I. Introduction to Policy Governance

by Win Curtiss, Governance Consultant

The governance for not for profit organizations begins with state law (**Minnesota Statute 317A**) granting authority to create such organizations. The statute provides the basis for the required articles of incorporation.

While bylaws may additionally be created to protect the rights of the membership, it is not legally necessary to have them. Instead, board of director policy is created to protect the individual and community interests of the membership through efficient, productive and effective governance. In that respect, board members (directors) serve as both trustees of membership investment and overseers of the organization's link to and bond with the membership.

One of the basic philosophical foundations of the John Carver Policy Governance Model is the concept of servant-leadership. It is the act of providing leadership to the membership, while at the same time being its servant. The board adds value to the membership in that, not only is the membership served, but it also becomes a more enlightened and responsible membership.

Board policy in the format and concept of the Policy Governance Model is reviewed and revised as necessary to accurately reflect what is taking place and impacting the organization at any given time. Policy language is clear, concise and easily understood by all parties affected by it, including board members, management, the membership, legislative and regulatory agencies and any and all other stakeholders and beneficiaries.

Regular policy review is necessary, particularly the Citizens Energy Plan (CEP), as the energy industry, business climate and society in general become increasingly more complex, more competitive, and faster-paced, utilize a high level of technology, and are constantly and rapidly changing. There is also the pace and degree to which the Congress of the United States may pursue energy legislation during the next few years.

In summary, the purpose of Policy Governance is 1) to make boards of directors more productive and effective; 2) to provide full, fair and equitable representation; and, 3) to attain organizational goals and objectives.

The author of the Policy Governance Model is John Carver. Carver and his wife Miriam Mayhew Carver own Carver Governance Design, Inc., in Atlanta, GA and operate the Carver Institute, a governance training program for governance consultants and members of boards of directors.

John Carver is a graduate of Emory University with a Ph.D. in clinical psychology. He served four years in the U. S. Air Force and has served as an adjunct and visiting faculty with the University of Tennessee Space Institute, Tulane University, the University of Texas, and the University of Minnesota.

John Carver authored the initial book on Policy Governance, "Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations," and he and his wife authored "Reinventing Your Board: A Step-by-Step Guide to Implementing Policy Governance."

The two have collaborated with several others to publish a number of new and updated books as well as pamphlets, guides and tapes focusing on the Policy Governance Model.

Former U. S. Senator Howard Baker of Tennessee, talking about the Congress as a kind of national board of directors, said that body should represent the people on major policy decisions, pointing out that its calling or purpose is not to manage the government down to the last detail. **“There is an executive branch of government to do that,”** said Baker, **“and Congress could do its job much better if it did less of it.”**

According to Carver, the essence of any organization lies in what it believes, what it stands for, and what and how it values. **“It has been my experience with boards of directors,”** says Carver, **“that a simple shift away from detailed and event-specific governance to values and valuing produces a powerful shift in board of director leadership.”**

II. Policy Governance Review

The language included in this Policy Governance manual recognizes that the role and responsibilities of the CEP board of directors CEP focus on four primary areas or functions:

- 1) Fully and faithfully representing the needs of the entire membership through the most effective and productive governance process possible.
- 2) Selecting the best possible chief executive officer and regularly monitoring and evaluating the activities and success of that position/person with respect to compliance with board established criteria.
- 3) Conducting long range strategic thinking and planning that determines the vision, mission, goals and direction the organization is to follow.
- 4) Establishing board policy designed to achieve the vision, mission goals and direction that strategic planning has determined, while at the same time avoiding those circumstances and situations that are not acceptable in that achievement.

The format for this policy manual is set out in four categories:

1	Governance Process Policy	The board of directors determines its particular philosophy, its accountability, and the specifics of doing its own job which is to function as a policy-making body made up of directors representing the interests of the membership.
2.	Board-Executive Linkage	The board clarifies the manner in which it delegates authority to its chief executive officer as well as how it evaluates executive performance on the provisions of Ends and Executive Limitations policy established by the board.
3.	Executive Limitations	The board established boundaries of acceptability within which management methods and activities can be left to executive management. These limitations apply to means, the way in which things are accomplished, as well as to what is accomplished
4.	Ends	The board defines which human needs are to be met, for what group or groups of people, and at what relative cost. This is cost not only in terms of dollars but also in terms of impacts on the organization's image, reputation, ability to act, etc.

Policy language is drafted from a minimalist standpoint, using only that which is deemed necessary to address a particular area or subject. It is also written from the general to the specific and from a broader perspective to a narrower perspective, in accordance with the basic principles of the Policy Governance Model.

III. Principles of Policy Governance

1. **The Trust in Trusteeship:** board of Directors function as a subset of the organization and its membership group, and its purpose is to achieve what the membership desires to achieve.
2. **Board Speaks with One Voice or Not at All:** board policies represent board's voice and while unanimity is not required, all board members uphold board decisions.
3. **All Board Decisions are Policy Decisions:** board decisions are an extension of, an addition to and/or a replacement of existing policy.
4. **Board Formulates Policy by Determining Broadest Values Before Progressing to Narrower Ones:** by "nesting" policies, board either delegates authority and leaves "reasonable interpretation" to those authority is delegated to, or delves down to the next level of their required specificity.
5. **Board Defines and Delegates Rather than Reacting and Ratifying:** board's purpose is not simply to ratify someone else's actions but to define results the organization is expected to produce and achieve.
6. **Ends Determination is Pivotal Duty of Governance:** board determines benefits to be produced, those to be served, and the relative cost of providing these benefits. The board cannot delegate this obligation.
7. **Board Best Controls Staff Means or Actions by Limiting, Not Prescribing:** these are called "executive or management limitations" and basically constitute a rather explicit "will not fail to do" list. This is a process of changing negatives into positives.
8. **Board Explicitly Designs Its Own Products and Processes:** board is responsible for determining its own style of governance and governing in that manner. No one else is responsible for this; however, the chief executive officer may and is expected to comment on and assist the board in discharging its governance responsibilities.
9. **Board Forms Empowering and Safe Linkage with Management:** board essentially tells its executive management, "We will not interfere with your management activities if you can achieve the results we want without violating executive limitations."
10. **Executive Performance Monitored Rigorously but Only Against Policy Criteria:** evaluating and judging executive performance is based on mutually understood expectations established before the evaluation is conducted and in particular on adherence to policy established by the board.

IV. Board of Director Policy Manual Citizens Energy Plan (CEP)

Value Statements

Vision Statement:

Vision: The United States of America having a secure, sustainable, affordable and environmentally-balanced national energy plan.

Mission: Through citizen and community engagement acquire the resolve and consensus required to develop and to have enacted into law a national energy plan crafted by appointed industry leaders whose priority is in serving the United States of America and who together are committed to the vision of producing a comprehensive, sustainable, cost-effective and environmentally balanced energy plan which is inclusive of all energy resources and technologies.

CEP Framework and Statements of Principle:

Framework:

- 1) We must strive to eliminate pollution as a contributor to worsening global environmental conditions.
- 2) We must develop alternative energy sources because fossil fuel is a finite resource.
- 3) We must stimulate innovation to develop alternative energy and bring forth clean fossil energies.
- 4) We must increase the use of advanced and safe nuclear energy as a source of sustainable and clean energy.

Statement of Principles: Refers to separate document titled ‘Statement of Principles) - Chapter 5.

Board Policies

Governance Process Policy

Policy Type: Governance Process

Policy Title: 1A - Global

All the powers of Citizens Energy Plan (CEP) are delegated to and may be exercised by the board of directors (board) except as reserved through the articles of incorporation and corporate bylaws. These powers are exercised in the best interest of the organization and those it serves.

The primary purpose and mission of the board is to see that the actions and activities of CEP achieve the desired and expected results for those designated beneficiaries at appropriate related costs, while avoiding those actions and activities that are commonly and reasonably deemed unacceptable.

1A-1. The board regularly reviews, updates, and implements board policy to help ensure that desired and expected results are achieved and that actions, activities and situations that are unacceptable are judiciously avoided.

Policy Type: Governance Process
Policy Title: 1B - Governance Style

The board governs with an emphasis on (1) an outward and long-term strategic vision rather than an internal preoccupation; (2) a strategic leadership rather than managerial and administrative detail; (3) encouraging diversity of opinion and discussion within board deliberations; (4) a clear distinction between the role, responsibilities, authorities and accountabilities of the board and its executive management; (5) collective decision-making within the board; and, (6) conducting its affairs in a proactive rather than a reactive manner.

- 1B-1.** The board alone is responsible for achieving governing excellence and for initiating governance policy. A sense of group responsibility is cultivated so that individual expertise, as good, as necessary and as welcome as it is, is not substituted for the judgment of the board as a whole.
- 1B-2.** The board directs and inspires the organization with carefully crafted and clear and concise policy reflecting the board's values, perspectives, goals and directives.
- 1B-3.** The board enforces upon itself whatever discipline is required to govern with excellence. Disciplinary responses apply to such areas as meeting attendance, issue preparation, participation in deliberations and the display of mutual respect.
- 1B-4.** The board allows no officer, individual or committee of the board to hinder or be an excuse for the board not fulfilling its collective obligations.

Policy Type: Governance Process
Policy Title: 1C – Board Job Description

The job outputs of the board are those that ensure appropriate organizational performance.

Accordingly, the board provides:

- 1C-1.** Fair and equitable representation for the entire membership.
- 1C-2.** A governance process that is efficient, productive and effective.
- 1C-3.** A process for securing a competent, capable and effective executive management and regularly and consistently monitoring and evaluating the performance of said executive management with respect to policy adherence and implementation.
- 1C-4.** Long-range strategic thinking and planning as required but certainly on a regular and ongoing basis of every two years.
- 1C-5.** Clear and concise written policy addressing the broadest levels of organizational decisions, activities and situations in the following areas:
 - a. **Governance Process:** Specifics of how board carries out and monitors its own tasks.
 - b. **Board – Executive Linkage:** Authority delegated and use monitored.
 - c. **Executive Limitations:** Constraints on executive authority.
 - d. **Ends:** Organizational impacts, recipients, outcomes and benefits.

- 1C-6.** The assurance of expected, successful executive and organizational performance on Ends and Executive Limitations policy.

Policy Type: Governance Process

Policy Title: 1D - Ethics and Code of Conduct

The board and its individual members are committed to conducting governance that includes high ethical standards, is lawful, and includes the proper and appropriate use of authority and decorum when functioning as board members and representing the board and subsequently the organization.

- 1D-1.** Board members judiciously avoid any implication of self-dealing business with CEP and at least annually disclose any involvement or activity that might reasonably be construed as a conflict of interest and example of self-dealing.
- 1D-2.** When the board decides an issue in which a board member has an unavoidable conflict, that member withdraws without comment not only from the vote but also from the discussion and deliberation.
- 1D-3.** Board members do not use their position to obtain employment in CEP for themselves, family members, or close associates.
- 1D-4.** Board members do not attempt to exercise individual authority over any aspect of CEP by (1) abstaining from personal business interaction with any staff, including executive management, unless explicitly authorized by the board; (2) on the same basis do not represent the board or CEP to outside entities, such as the press; and, (3) do not express outside the board any individual judgments of employee performance, including that of the executive director.
- 1D-5.** Board members (1) respect the confidentiality appropriate to the board, CEP itself, and related issues; (2) properly prepare for and participate in board deliberations; and, (3) support the legitimacy and authority of the final decisions and statements of the board, regardless of their personal position.

Policy Type: Governance Process

Policy Title: 1E – Agenda Planning

The full board meets on at least a quarterly basis and accordingly plans for and prepares agendas as a means of (1) conducting its regular business affairs; (2) regularly and consistently reviewing board policies; and, (3) obtaining those informational and educational inputs that can contribute to improving board performance.

- 1E-1.** Outside resources are used whenever appropriate and necessary to provide additional educational and informational inputs.
- 1E-2.** Throughout the year the board uses a consent agenda format to address certain items as expeditiously as possible.

- 1E-3.** The regular meeting agenda will include a provision for an executive session which may be requested by any member of the board for the purpose of discussing a confidential matter; the board will determine who may and who may not be in attendance at a particular executive session. This provision does not require that an executive session necessarily be held.
- 1E-4.** Executive performance monitoring will be on the regular agenda whenever reports have been provided by executive management since the previous meeting and by whatever internal, external, or third party monitoring is required.
- 1E-5.** The board may delegate certain authorities to the board chair for the purpose of developing meeting agendas in collaboration with the executive director, whether an item has been brought forward by executive management or by any member of the board.

Policy Type: Governance Process

Policy Title: 1F – Role of Board Chair/President

The board chair/president (chair) is delegated to preside over meetings of the board and to represent the board to outside parties as may be appropriate and required, and is also delegated a leadership responsibility as chief governance officer (CGO) to assure the integrity of the board's governance process.

Accordingly, the chair:

- 1F-1.** Sees to it that the board conducts itself consistent with its own principles, policies, and rules, as well as to those rules legitimately imposed upon it from the outside, such as from legal and regulatory bodies:
- a. Board deliberation is fair, open, thorough, timely, orderly and to the point.
 - b. Discussion is only on those issues which, according to board policy, clearly belong to the board to monitor and/or determine.
 - c. Information that is not related to either monitoring or decision making functions is avoided or at the least minimized.
- 1F2.** The chair has the authority to make decisions that fall within areas covered by board policy on Governance Process and Board-CEO Linkage policy with the exception of (a) employment or termination of executive management, and (b) where the board specifically delegates portions of this authority to others.
- 1F-3.** The chair may further delegate authority which it has been delegated but the chair remains accountable in any case.

Policy Type: Governance Process

Policy Title: 1G - Board Committees

The board creates committees as deemed necessary but may choose to function from time to time as a Committee of the Whole. Board committees have only that authority granted to them by the board and report the results of their assigned work to the board as requested or required.

- IG-1.** This policy applies to any group that is formed by board action, whether it is

called a committee or not and regardless of whether or not the group includes board members. It does not apply to any staff committees formed under the authority of executive management.

IG-2. The CEP board will organize in a manner it deems most appropriate and productive, an Energy Plan Advisory Committee (EPAC) made up of the membership of CEP and which will meet as required on the call of the CEP board for the purpose of discussing, deliberating and drafting consensus energy plan; the CEP board chair will serve as the presiding chair of EPAC or shall delegate this chair role to someone else approved by the CEP board.

1G3. There is one standing committee which is the audit committee and which functions as a Committee of the Whole and which meets at least annually or as appropriate and required to review the status and manner in which financial policy is monitored and evaluated.

The audit committee is directly responsible for annually appointing, compensating and overseeing an independent auditor, including resolving any disagreements between management and the auditor regarding financial reporting:

- a. The audit committee reviews and approves independent auditor reports.
- b. The board chair is authorized to receive any and all complaints and to pass them on to the audit committee which will treat all complaints in confidence.
- c. The audit committee will meet as necessary with executive management to review the financial status of the organization.

1G-4. Committees exist to help the board do its job but do not assist or advise staff, and in turn any staff assistance or work with a committee is accomplished with the knowledge and approval of the chief executive officer. Committees do not have authority over any staff without such authority being granted by mutual consent of the board and the chief executive officer.

IG-5. Committees do not act or speak on behalf of the board unless granted specific authority to do so by the board.

1G-6. Committees other than the audit committee may be used in an ad hoc capacity together with “sunset provisions” that decree their dissolution when their work is completed.

Policy Type: Governance Process
Policy Title: 1H – Cost of Governance

The cost of governance is directly related to the ability of board members and the board as a whole to govern fairly and effectively and in adherence to its own governance principles and policies.

1H-1. Reasonable personal expenses associated with activities directed by the board to be pursued by individual board members may be reimbursed at face value with receipts furnished whenever feasible. Mileage is determined at the rate of current IRS allowance.

Executive Linkage Policy

Policy Type: Board – Executive Linkage
Policy Title: 2A – Global

The board's sole official linkage to the operational organization, its functions, actions, and activities, as well as its achievements and conduct, is through its chief executive officer.

Policy Type: Board – Executive Linkage
Policy Title: 2B - Unity of Control

Only motions or resolutions officially passed by the board are binding on the chief executive officer. Accordingly:

- 2B-1.** Directives or instructions from individual board members, officers, or committees are not binding on the chief executive officer except in those instances when and where the board has specifically authorized such exercise of authority, such as to the board chair.
- 2B-2.** The chief executive officer may refuse to provide information or assistance to individual board members, officers, or committee requests without prior board action or authorization, if and when such requests are deemed, in the opinion of the chief executive officer, to require an inordinate amount of staff time, effort and/or cost, and may be disruptive to CEP operational functions and activities.

Policy Type: Board – Executive Linkage
Policy Title: 3B – Chief Executive Officer Accountability

The chief executive officer is the board's official link to organizational operations and conduct so that all authority and accountability of management and administrative staff are considered the authority and accountability of the executive director. Accordingly, the board does not:

- 3B-1.** Give instructions or orders to any staff within the organization who report either directly or indirectly to the chief executive officer.
- 3B-2.** Evaluate or judge the performance, either formally or informally, of any staff other than the chief executive officer.
- 3B-3.** Evaluate the performance of its chief executive officer other than in direct relation to the performance of the organization itself, so that organizational accomplishment and achievement of board-stated vision, mission, objectives and policy, together with the

avoidance of actions and activities not conducive to the best interest of the organization.

Policy Type: Board – Executive Linkage

Policy Title: 4B - Delegation to Chief Executive Officer

The board instructs the chief executive officer through clear, written policies defining the organizational Ends to be achieved and proscribing organizational actions and situations to be avoided, allowing the chief executive officer to use “reasonable interpretations” of those policies. Accordingly:

- 4B -1.** The board develops Ends policy from the broadest and most general levels to more defined levels, instructing the chief executive officer to achieve certain results for certain recipients at certain associated costs.
- 4B-2.** The board develops Executive Limitations policy limiting the latitude the chief executive officer may exercise in choosing the organizational means necessary to achieve those Ends. Again, policy is written from the broadest levels first. The board does not prescribe any organizational means delegated to the chief executive officer.
- 4B-3.** As long as the chief executive officer uses any “reasonable interpretation” of the board’s Ends and Executive Limitations policy, he/she is authorized to establish further management, administrative, and operating policy, make decisions, take actions, establish practices, and develop programs and activities, and which have the full force and authority as if determined by the board.
- 4B-5.** The board may from time to time find it necessary to modify executive policy, thereby shifting the boundaries between board and executive domains, but as long as any particular delegation is in-place, the board will respect and support the chief executive officer.

Policy Type: Board – Executive Linkage

Policy Title: 5B – Contractual Authority

The chief executive officer enters into only those agreements, contracts, or arrangements that reflect and emphasize the overall mission and purpose of the organization, and avoids all unacceptable associated actions or activities. Further, except for contractual authority specifically not delegated to the chief executive officer, or that which legally requires signatures of the board or members of the board, or by prior delegation of authority by the chief executive officer to other staff and for which the chief executive officer retains full responsibility and accountability, the authority to sign all contractual documents to be entered into by CEP is delegated to the chief executive officer.

Policy Type: Board – Executive Linkage

Policy Title: 6B – Records Retention

Certain records created by or for CEP, whether paper or electronic, are retained for business operations, accounting, audit, tax, and financial purposes, compliance with applicable law, possible future use in litigation involving the organization, and possible future use in an official proceeding or governmental investigation or other matter. Other records, not necessary to retain for the above reasons, are destroyed in accordance with the following guidelines:

- 6B-1.** The board delegates authority to the executive director as custodian to put in place the procedures necessary to effectuate this policy.
- 6B-2.** The records of CEP, which may be in electronic or paper form, shall be retained in accordance with established written guidelines. Records not needed to be retained shall be destroyed after the requisite retention period, if any, has passed. An ongoing record will be maintained that details the destruction of records.
- 6B-3.** A review of this policy will take place at least periodically but at least annually and at which time amendments may be made as necessary,

Policy Type: Board – Executive Linkage

Policy Title: 7B - Monitoring Chief Executive Officer Performance

The systematic and rigorous monitoring by the board of executive job performance is made solely against expected and mutually agreed upon executive job outputs, such as (a) organizational accomplishment of board policy on Ends: and, (2) operations within the boundaries established in board policy on Executive Limitations. Accordingly:

- 7B-1.** Information that does not help determine the degree to which board policies are being met is not considered as part of this evaluation.
- 7B-2.** The board acquires monitoring information by one or more of three methods of reporting:
 - a. Internal, in which the chief executive officer provides interpretations and compliance.
 - b. External, in which a disinterested third party, such as an independent auditor, provides interpretations and compliance.
 - c. Direct inspection, in which the board or designated members of the board assess interpretations and compliance.

In each and all cases, the board judges first the reasonableness of the chief executive officer's interpretation and then whether or not accompanying data or justification demonstrates the successful accomplishment of the interpretation.

- 7B-3.** The board is the final arbiter and its standard for compliance is "any reasonable interpretation" of the policy being monitored.

7B-4. All policies instructing the chief executive officer are monitored at a frequency and by a method chosen by the board. The board may monitor any policy at any time by any method but will ordinarily follow a routine schedule, such as the following:

Policy	Method	Frequency	Quarter
Ends	Internal	Annually	Fourth
Global Executive Limitations	Internal	Annually	Fourth
Treatment of Membership	Internal	Annually	Fourth
Treatment of Employees	Internal	Annually	First
Financial Condition	Internal	Quarterly	All
	External	Annually	First
Financial Planning/Budget	Internal	Quarterly	All
Chief Executive Officer	Internal	Annually	Fourth
Succession			
Asset Protection	Internal	Annually	Fourth
Compensation/Benefits	Internal	Annually	
Board Support	Direct Inspection	Annually	Fourth

Executive Limitations Policy

Policy Type: Executive Limitations

Policy Title: 1C – Global Executive Restraint

The chief executive officer is granted the authority to use “any reasonable interpretation” of board policy as long as those interpretations do not cause or allow any organizational practice, action, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

Policy Type: Executive Limitations

Policy Title: 2C – Treatment of Membership

The chief executive officer will not cause or allow as part of the treatment of CEP membership, any conditions, procedures, or decisions that are unsafe, discriminatory, undignified, or unnecessary. Accordingly, the chief executive officer will not fail to:

2C-1. Use methods of communications designed to keep membership as fully informed as possible on a timely basis as to the status of and any changes in the manner in which services are provided.

Policy Type: Executive Limitations

Policy Title: 3C – Treatment of Employees

The chief executive officer will not cause or allow as part of the treatment of employees any conditions, procedures, or decisions that are unsafe, discriminatory, undignified, or unclear. Accordingly, the chief executive officer will not fail to:

3C-1. Avoid holding or using discrimination against any employee for non-disruptive expression of dissent or difference.

3C-2. Assure that any employee benefits are not unnecessarily altered, employee wages and salaries do not exceed approved ranges and limits, or executive compensation or benefits are not arbitrarily modified.

- 3C-3.** Inform employees of the chief executive officer's interpretation of their protections under this policy.

Policy Type: Executive Limitations

Policy Title: 4C – Financial Planning/Budgeting

The chief executive officer will not fail to uphold the fiscal integrity or the financial condition of CEP, or allow its status and condition to be compromised or injured by not reasonably interpreting and implementing policy set down by the board with respect to fiscal and financial matters, particularly as enumerated in board policy on financial conditions and activities. Accordingly, the chief executive officer will not fail to:

- 4C-1.** Include credible projections of revenues and expenses, separation of capital and operational items, cash flow, and the disclosure of planning assumptions used in the process.
- 4C-2.** Judiciously avoid the risk of incurring those situations or conditions described as unacceptable.

Policy Type: Executive Limitations

Policy Title: 5C – Financial Condition and Activities

Financial planning, budgeting, and monitoring of those conditions and activities for all or any part of a fiscal year will not deviate materially from the board's mission and purpose as established in board policy. Accordingly, the chief executive officer will not fail to:

- 5C-1.** Avoid expending more funds than have been received in the fiscal year to-date.
- 5C-2.** Avoid incurring debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within 90 days.
- 5C-3.** Avoid offsetting operating losses from business in one department, division of operation, or function of the organization against annual savings from business in any other department, division of operation, or function of the organization.
- 5C-4.** Expend any long-term reserves without prior authority.
- 5C-5.** Receive, process, or disburse funds under controls sufficient to meet generally accepted accounting practices and any other practices required by lenders or recommended by independent auditors.
- 5C-6.** Comply with loan covenants or to settle short and long-term obligations in a timely manner.
- 5C-7.** Make or keep tax payments or other governmental ordered payments or filings from being overdue or inaccurately filed.
- 5C-8.** Aggressively pursue receivables after a reasonable grace period.
- 5C-9.** Pursue the following financial ratios:

Policy Type: Executive Limitations

Policy Title: 6C – Asset Protection

The chief executive officer will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the chief executive officer will not fail to:

- 6C-1.** Avoid unnecessarily exposing the organization, its staff, or the board to claims of liability.
- 6C-2.** Protect intellectual property, information, and files from loss or significant damage.
- 6C-3.** Invest or hold operating capital in secure instruments, including insured and interest bearing checking and savings accounts.
- 6C-4.** Receive, process, or disburse funds under controls that are insufficient to meet board-appointed auditor standards.
- 6C-5.** Consistently and judiciously uphold the organization's public image and credibility, and not substantially alter its community identity or its ability to accomplish board Ends policy.

Policy Type: Executive Limitations

Policy Title: 7C – Compensation/Benefits

The chief executive officer will not cause or allow the financial integrity or public image of CEP to be jeopardized with respect to employment, compensation, and/or benefits to employees, consultants, contract workers, or volunteers. Accordingly, the chief executive officer will not fail to:

- 7C-1.** Resist unilaterally modifying the chief executive officer's own compensation or benefits.
- 7C-2.** Resist promising or implying at anytime permanent or guaranteed employment.
- 7C-3.** Resist establishing compensation and benefits that deviate materially from the geographic, industry or professional/job market for the skills employed.
- 7C-4.** Resist creating obligations over a term longer than revenues can be safely projected for and subject to losses in revenue.

Policy Type: Executive Limitations

Policy Title: 8C – Board Support

As the single employee of the board and the primary link between the board and CEP as an operating organization, the chief executive officer will not cause or allow the board to be uninformed or unsupported in its efforts to meet its obligations. Accordingly the executive director will not fail to:

- 8C-1.** Communicate fully and appropriately and on a timely basis with the board.

- 8C-2.** Submit requested monitoring data in a timely, accurate, and understandable format, and addressing directly the specific policy being monitored with executive interpretations consistent with that policy.
- 8C-3.** Make the board aware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy regardless of the board's regular monitoring schedule.
- 8C-4.** Communicate with the board as a whole, except when (a) responding to officers or committees of the board, such as the chair, duly charged and delegated by the board, and (b) responding to and fulfilling ordinary, routine, and/or appropriate individual requests for information.
- 8C-5.** Make the board aware of any significant information relative to media coverage, pending or threatened lawsuits, material organizational changes, and significant changes and trends within the membership, industries represented, or legislative and/or regulatory issues impacting CEP and its purpose.
- 8C-6.** Provide information and data in a clear and concise manner that differentiates between three types of information: monitoring, decision-making, and background or incidental.
- 8C-7.** Let the board know that in the chief executive officer's opinion the board is not in compliance in some respect with its own policies on Governance Process and Board-Executive Linkage, and in particular when that situation is detrimental to the working relationship between the board and the chief executive officer.

V. Introduction to Ends Policy

No other word in our language...such as goal, result, outcome, product...says quite enough to cover the full meaning of the word Ends. Ends policy will define what Citizens Energy Plan holds itself accountable for...what difference it will make in the world in which it functions, and for which people and at what cost.

Ends policy asks: Why did we form this organization? Why does it exist and really for whom does it exist? Can we make a difference? What difference do we want to make? Why in the world did we even think about doing this?

Ends policy is not made up of vague and simple generalizations about improving quality of life...although that should happen. It is not about what the organization does or the activities it engages in...although those are important factors, too. It is about the impact CEP intends to have. But no matter how well or how poorly these Ends may be stated, they must be measureable and therefore provide for and require real accountability.

In the case of CEP, the purpose or goal is rather singular although daunting: attaining the passage of particular legislation by the Congress of the United States. The following is a list of Ends statements or policy as this author might see them, but they should be deeply discussed, definitely deliberated and carefully crafted to truly represent the will, the values and intent of the organization.

Ends Policy

Policy Type: Ends

Policy Title: 1D – The United States of America

a) A secure, affordable and environmentally balanced energy system encompassing all energy industries and technologies.

b) As in the Constitution wherein it says with “liberty and justice for all,” the End for CEP is efficient and affordable energy for every person living in these United States of America.

Policy Type: Ends

Policy Title: 2D – Global

a) As in the Constitution wherein it says with “liberty and justice for all,” the End for CEP is to participate with leader nations to develop an efficient and affordable energy for every global citizen.

b) Solve with leader nations the twin global threats --- increasing global pollution and a looming energy shortage as two billion people are striving to reach the living standard of the industrialized world.

Policy Type: Ends

Policy Title: 3D – United States Congress

a) The Congress of the United States adopts a national energy plan recognizing the needs of all users, the value of all energy resources, the ecological climate and environment in which all must exist, the need to pursue energy security.

b) The Congress of the United States adopts a national energy plan that is bipartisan and supported by a great majority of the citizens to ensure that such plan will survive the test of time over extended time periods and through varying economic conditions.

Policy Type: Ends

Policy Title: 4D – The U.S. Economy

a) The economy of the United States continues to grow but at a rate and in a manner that is compatible with the energy needs of the nation and sustainable with respect to the resources of and available to the nation and their impact on our world environment.

b) Through a comprehensive national energy plan, our industries and innovators will embark on the journey to place the U.S.A. among global leaders to bring clean fossil energy and cost efficient renewable energy technologies to the world while providing engaging career opportunities for coming generations.

Policy Type: Ends
Policy Title: 5D – Consumers

All consumers...large and small, industrial, business and residential, community and institution...enjoy the use of ample and affordable access to energy resources which best meet their particular needs and which also contribute to a sustainable national energy plan.

Policy Type: Ends
Policy Title: 6D – U.S. Citizens

- a) Educate the citizens to the full range of available energy sources that are all needed to sustain the Now (life as it has been or as it should be) and which are all needed to pursue the Future for coming generations.
- b) Engage the citizens and seek broad consensus to acquire the resolve necessary to produce a bipartisan and long lived energy plan passed on to future generations.

Policy Type: Ends
Policy Title: 7D – Membership

The membership of CEP receives economic return more than equal to its investment in CEP.

Policy Type: Ends
Policy Title: 8D – Employees

As the number one asset of CEP, staff and employees enjoy and appreciate a work environment that allows them to be as efficient, effective and productive as they can be collectively, and to be and do all they can be and do.

Policy Type: Ends
Policy Title: 8D – Community

The greater community in which CEP operates benefited in turn from the support and participation it receives from CEP.