

**PHILLIPS 66 BILLINGS REFINERY  
CITIZENS ADVISORY COUNCIL  
ANNUAL RETREAT SESSION  
JANUARY 24, 2015**

**MEETING MINUTES**

- Present:** Council members: Keith Beartusk, Bob Carr, Paul Dextras, Joshua Juarez, Bruce MacIntyre, Shirley McDermott, Eileen Morris, John Pulasky, Jim Ronquillo, Emily Schaffer, Melanie Schwarz, Andrew Sullivan, Michele Zahn, Stella Ziegler  
Phillips 66 management: Ray Rigdon, Colin Franks, Randall Richert, Mark Hilbert  
Facilitator: Ann Clancy
- Absent:** Ralph Hanser, Lance Johnson, Melissa Patton, Mark Pagano, Mike Yakawich
- Guests:** Katey Plymesser, Assistant Professor of Engineering, MSU-B  
Process Plant Technology Students: Trevor Krock, Austin Pickering, Robert Ross, Cody Shalmardine, Joseph Wyatt

**Purpose**

To develop a plan and timeline for 2015 activities as well as create a shared sense of purpose and commitment to our mission.

**Outcomes**

- Share learnings from 2014 goals & activities
- Agree on and prioritize topics & projects for 2015 and create draft calendar for 2015
- Get to know one another better

**Agenda**

- Welcome/Introductions
- View from the Bridge – Update on Refinery
- CAC Mission & Roles for Past 25 Years
- Survey Results: Summary of CAC Overview for 2014
- Survey Results: Suggested CAC Goals for 2015
- Small Group Work: Brainstorming Activities/Goals for 2015
- Draft Goals & Activities for 2015
- Summary of Evaluations

**WELCOME/INTRODUCTIONS**

There were four current and one graduate Process Plant Technology students in attendance: Trevor Krock, Austin Pickering, Robert Ross, Cody Shalmardine, and Joseph Wyatt. Katey Plymesser, Ph.D., Assistant Professor of Engineering in the Department of Biological and Physical Sciences at MSU-B, also attended as a guest and potential new CAC member replacing Mark Pagano as Higher Education representative on the Council. Mark has accepted a new position as chancellor at University of Washington-Tacoma.

Joshua Juarez, Lead Sanitarian at RiverStone Health and representing the health care community on the Council, announced that he would also be leaving as he takes a new job as Environmental Scientist with the Montana Department of Environmental Quality in the Air Resources Bureau. He will be focused on air registration. He recommended as replacement: Greg Neal, ER Preparedness Coordinator with RiverStone Health.

## **Group Introductions**

*All participants introduced themselves, giving their names, constituency, and length of time on the CAC. They were also asked to share what inspired/engaged them on the CAC last year or what would engage them in 2015. The following comments were recorded:*

### Inspiration

- Most engaged with the CAC association with the refinery
- Get inspired by feedback from community members on issues of importance to them that relate to the refinery
- Inspired by Meet in the Park and by the panel discussion on the link between Agriculture and Energy industries.
- Liked the City College visit. Am a first year student and will be doing an internship in the summer at P66.
- Liked the City College visit. Am a student and was at the Meet in the Park. Andy inspired me to get more involved in the refining community.
- Like to keep current on refining and community issues.
- Enjoy the fellowship of the CAC and the talent. Enjoyed the Ag-Energy panel and want to expand on that.
- My office looks out at the refinery and it's interesting to find out what happens inside the refinery gates. Enjoyed the refinery tour and to see the other side of the fence.
- Liked the City College visit and involvement of the refinery in the community. Not a lot of companies make the effort to engage with the citizens.
- Inspired by the focus on youth and education which is very important. Also want to thank the refinery for its sponsorship of the Senior High cheerleaders for the past three years. P66 has pledged more sponsorship this year. My time spent with the CAC helped me in a recent career move.
- Like to be involved in the community and it's important to know what's going on. I appreciate what P66 does with the community and there are nice people on the Council. It's enjoyable to be part of it.
- As a representative for the City, I value the partnership with the refinery and want to continue to increase that partnership and interagency cooperation.
- Enjoyed the Refining 101 presentation; it was very helpful. It's good to have community-company efforts as that helps the community overall.
- Like the willingness of P66 to be transparent to the community. Supporting energy in the state and community is important.
- Like to brag about P66's involvement on the South Side. The Meet in the Park does a lot for that community. The City College students could be ambassadors to young people on the South Side, especially those who are drop outs.
- The Meet in the Park event, since it has been expanded to include a lot of other organizations, now draws more neighbors to the event. Think it is exciting to visit the City College program.
- Our targeting the youth is the most important thing we do. Also like the agriculture-energy connection.

- Like the group of people on the CAC; we decide what to talk about at the retreat and learn a lot over the year.
- Compliment P66 for addressing the community concerns regarding air pollution when the Council first began in 1990. That helped open up the flow of information to the community about the refinery. Am pleased with the transparency of the refinery. Liked the refinery tour as I've been a neighbor of the plant since a child.
- Will be bringing in the higher education perspective and just moved to Billings in August. Only attended the agriculture-energy panel discussion but was surprised at how interesting it was and that inspired me to consider joining the Council.
- Am a graduate of the City College program and am now continuing with a degree in business. Started with the CAC two years ago and the Meet in the Park inspired me. The CAC experience has been very positive which draws me – goals are set and accomplished – it provides a mentoring perspective on how such a process can work. The CAC is a model for the student community and for other businesses.
- The panel on Agriculture-Energy inspired me. It was interesting to see the different viewpoints.
- This group is very diverse representing all aspects of the community. The refinery is a neighbor in the community and we want to understand your concerns. Am proud of P66 and want to keep it that way in our interaction with the community.

## **VIEW FROM THE BRIDGE – UPDATE ON REFINERY**

*Colin Franks, Ray Rigdon and Randall Richert presented a View from the Bridge as an update on the refinery.*

### **Why are we Here Today**

- Share Expectations
- Major Refinery Initiatives / Activities
- 2015 Business Environment
- 2015 Refinery Goals

### **Objectives for Today**

- Encourage open and meaningful discussions
- Commitment to achieve and succeed in our mission
- Provide information to Stakeholders
- Understand Stakeholder issues
- Establish a realistic and meaningful plan
- Align on 2015 goals and activities

### **Management Philosophy**

#### **Business Expectations:**

- We operate as guests within our community
- Respect and protect our license to operate
- Listen, and seek to understand

#### **Priorities:**

- Safety excellence
- Environmental excellence & stewardship
- 100% Compliance
- Responsible production

## Phillips 66 Vision, Values & Strategy

Our Vision is our Goal	<b>We are Phillips 66 – Providing Energy, Improving Lives</b> 	
Our Strategy will help us achieve our Goal	Strategic Initiatives	Enhance Returns on Capital Deliver Profitable Growth Grow Shareholder Distributions Building a High-Performing Organization
	Fundamental Principles	Continuously Improve Operating Excellence Drive Financial Strength and Flexibility
Our Values are our Foundation	<ul style="list-style-type: none"> <li>▪ <b>Safety.</b> We protect each other, our environment and our communities.</li> <li>▪ <b>Honor.</b> We stand behind our word and you can count on us to do the right thing, always.</li> <li>▪ <b>Commitment.</b> We are inspired to achieve the highest level of performance in everything we do.</li> </ul>	

## Billings Refinery – 2014 Year in Review

<u>Successes</u> <ul style="list-style-type: none"> <li>▪ Construction and successful startup of refining's first arsenic water treatment plant</li> <li>▪ Obtained VPP STAR recertification</li> <li>▪ Safely completed Spring/Fall unscheduled outages</li> <li>▪ Progressed significant project (Vacuum Improvement Project) to enhance crude advantage and earnings</li> </ul>	<u>Challenges</u> <ul style="list-style-type: none"> <li>▪ 3 OSHA recordable employee injuries (no serious injuries)</li> <li>▪ Controllable Costs above target due to refinery reliability -Spring/Fall unscheduled outages</li> <li>▪ Net income well below target – reliability and market challenges</li> <li>▪ Continued challenge of designation of parts of Yellowstone County as Non-attainment for SO2</li> </ul>
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## Billings Refinery 2015 – Major Events

- Operate reliably and improve on 2014
- Work on Billings culture and behavior:
  - Strengthen operations excellence
  - Back to basics – improve safety performance
- Successfully negotiate labor contract
- Progress future major capital investment – Vacuum Improvement Project
- Begin preparation for 2017 Total Plant Turnaround

Ray explained that the labor contract negotiations for this year have started. The local contract expires on January 31. He does not foresee any difficulties at the local level. At the national level, Shell Oil is the lead negotiator for the industry. One of the national topics is fatigue management. The American Petroleum Institute has come out with standards for fatigue management which the refinery subscribes to. In terms of moving the Vacuum Improvement Project forward, the refinery will request the P66 board for \$35 million. This project will affect parts of the refinery. A new tower will be constructed to pull more material out of the bottom of the refining process to make more money out of the refining products.

## **Billings Refinery Vision**

*“To be recognized as the best performing small refinery in our industry”*

- Pacesetter safety, environmental, reliability, and cost performance
- A socially and environmentally responsible neighbor
- A professional, positive, “can do” workforce
- Collaborative management/workforce interactions
- Effective partnership with contractors and suppliers
- Flawlessly execute all aspects of our business
- Position the Billings Refinery for long range success with strategic capital investment

## **CAC Perspective and Shared Expectations**

WE WILL:

- Be a vehicle for sharing refinery information, & discussing community impact
- Be an active and visible presence in our community
- Outreach to identify refinery and community concerns
- Share resources, be accessible, and foster open dialogue
- Educate: Refinery on needs of community; community on the refinery operations & role within community
- Strengthen both the refinery and the community
- Be communicative, understanding, and sensitive
- Be a vehicle for dissemination of factual information
- Provide balanced feedback on issues of mutual importance
- Address health, safety, environmental, & civic concerns
- Ask hard questions and expect honest answers
- Be a collaborative partnership
- Be positive, trusting, & respectful
- Manage perceptions and expectations
- Provide access to a diverse range of viewpoints
- Seek win-win resolutions
- Focus on achieving sustainable results and longevity
- Serve as a credible advisory body
- Make recommendations on controversial matters
- Work to continuously improve neighbor relations

## **Global Crude Oil Costs**

Ray presented a graph on the oil production break even points for U.S. shale production (Eagle Ford, TX; Bakken, ND; Niobrara, WY,CO; Permian, TX; Barnett, TX), OPEC production (Kuwait, UAE, Saudi Arabia, Iraq, Venezuela, Bahrain, Iran) and production in other nations like Russia, Canada and Mexico. He noted that oil prices came down quickly and in places like Bakken workers are already losing jobs. Initially the drop in oil prices will be good for the economy but long term it will result in lost jobs. OPEC can sustain the market price for a period of time but nations like Saudi Arabia are dependent on the oil dollars to finance their social programs. The OPEC members need higher oil prices to support their economies – from \$53 to \$140 a barrel whereas the U.S. economy can sustain with oil prices from \$42 to \$93 a barrel.

Ray projected prices to remain low over a two-year period with the per barrel price bottoming out in 2015. Nations like Russia are being hit hard by the low oil prices as their break-even point needs to be in the \$120-140 range. Mexico is much lower at \$50-80. Canada is similar to the U.S. market. South America seems stable.



## **CAC Member Questions & Comments**

*The following comments/suggestions/questions from CAC members and guests were recorded during the View from the Bridge presentation:*

- *What are P66 thoughts on the OPEC strategy?* OPEC's goal is to drive Bakken and Eagle Ford out of business. They have already stopped drilling new wells in those areas and production has fallen off but may be picking up again.
- *Where do the Canadian tar sands fall out in the oil picture?* They are at the upper end of the prices. They have to build big boilers so they have an expensive process to maintain.
- *Will the reduced oil prices have any long term effect on the refinery?* On the surface, it doesn't matter about the price of oil. More important is the differential between gas and diesel and whether margins are hurt. We want to make as much money as we can.
- *Where does the crude oil come from for the refinery?* It's all Canadian crude. The Bakken oil is low sulfur, lighter and a sweeter crude that is more expensive. All the refineries in Billings are configured to run heavier, sour crudes that are cheaper.
- *Will the refinery request for \$35 million to start the vacuum improvement project be impacted by the low oil prices?* Yes, we will ask for what we need now to get started and there might be delays in completing the project.
- *Will the upstream side of the business see a strong pullback?* Yes, downstream companies will trim back some in capital spending and cost control but the upstream company, ConocoPhillips, has already cut several billion dollars from different programs.
- *Does the graph showing the global crude oil production break even points take into account the production capability of the different geographic locations?* Yes. For example, Saudi Arabia has a lot of oil but shale production in the U.S. could produce enough to eliminate oil imports but that is not likely to happen.
- *Does the U.S. have a regulation or law on exporting oil?* Yes, we have a law about not exporting our crude oil but not refinery products. But there are special permits granted to allow exports of certain quantities of crude oil.
- *Are we seeing layoffs in the Bakken?* Yes, smaller contractors are laying off and there is no new exploration going on. It's also a challenging time of the year to produce.
- *In terms of the Keystone Pipeline, what are the pros and cons from the P66 perspective?* We believe it's a good thing for the U.S. as a whole. It provides more access to cheaper oil. Also Canada is going to export its crude oil whether we take it or it goes to China. It's better to bring it to the U.S. where the environmental standards are much higher and it will provide jobs in terms of constructing the pipeline and operating it. From the perspective of the Billings refinery, it will probably hurt us initially as it will make our crude more expensive. It will have a similar impact on all the Billings refineries.
- *What do the CAC members expect from the student participation?* The students represent a specific age group and they have a stake in taking the message out and mentoring younger people about the refinery as an employer.

## **CAC MISSION & ROLES FOR PAST 25 YEARS**

### **How Billings CAC Got Started**

- Idea for Citizen Advisory Councils announced as one of nine environmental initiatives by Conoco's CEO in April 1990
- Spring 1990, Billings Conoco Refinery hired MSU-B to conduct a Social Impact Assessment around construction of Coker unit – one of ideas from assessment was to establish a stakeholder council
- November 5, 1990 the first CAC meeting was held at Billings refinery – 11 members present

## CAC Roles & Mission

### Mission

*Establish and maintain an open and honest dialogue between our communities and Phillips 66 in order to act upon issues in an atmosphere of trust, respect and collaboration.*

### CAC Roles



*There were no changes made to the CAC mission or roles.*

## **SURVEY RESULTS: SUMMARY OF CAC OVERVIEW FOR 2014**

*Ann presented the survey results of the CAC Overview for 2014 including best accomplishments and disappointments.*

### **Total Responses: 15**

**1=Not really 2=Could do better 3=Not sure 4=Did well 5= Did really well!**

<b>CAC OVERVIEW</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Understood our Citizens Advisory Council (CAC) mission. ( <i>Establish and maintain an open and honest dialogue between our communities and Phillips66 in order to act in an atmosphere of trust, respect and collaboration.</i> )	0	0	0	6	9
2. Understood the goals of our CAC for 2014.	0	1	0	5	9
3. Have been effective as a CAC this past year in fulfilling our mission & goals.	0	0	1	10	3
4. Understand our roles and responsibilities as CAC members.	0	1		7	7
5. Had clearly written guidelines and procedures for how our Council runs.	0	1		8	6
6. Had a personal sense of sharing or investment in the mission and goals of the CAC this year.	0	0	3	5	7
7. Had the information I needed to do a good job on the CAC.	0	0	1	7	7
8. Generally got along well and worked effectively together as a Council.	0	0		4	11
9. There was a clearly written and well-organized plan for what we were doing during the year.	0	0	0	7	8
10. Felt that my presence on the Council was valued by Phillips 66.	0	0	1	4	10
11. Felt that the CAC was asked by Phillips 66 to provide its advice and	0	0	1	9	5

input this year.					
12. Believed the CAC maintained an environment of honesty and openness between community members and industry members.	0	0	0	6	9
13. Phillips 66 did a good job of keeping community members informed of refinery operations and future planning.	0	0	2	7	6
14. CAC community members did a good job of keeping Phillips 66 informed of constituent/community concerns.	0	1	3	8	3
15. The CAC addressed important concerns/questions for me as a community/industry member this year.	0	0	1	9	5

<b>OUR BEST ACCOMPLISHMENTS</b>	
<b>Meet in Park Event</b>	<ul style="list-style-type: none"> <li>• Meet in the Park. (5x)</li> <li>• Meet in the Park participation.</li> <li>• Expanded awareness of the neighborhood concept and interactive event in South Park.</li> <li>• Meet in the Park event was well planned, well attended and a huge success.</li> <li>• The program at the South Park was excellent.</li> <li>• Eat and Meet has really grown. It helps the refinery maintain a good relationship in the community.</li> <li>• Meet in the Park event as a highlight. It helps bring industry and the community together and is a best practice I wish other companies would adopt.</li> </ul>
<b>Panel Discussions &amp; Presentations</b>	<ul style="list-style-type: none"> <li>• Exchange of industry &amp; community information.</li> <li>• Like the panel discussions and informational meetings</li> <li>• The programs proved to be interesting &amp; worthwhile.</li> <li>• Expanding areas of collaboration with other groups and interests, i.e., the Ag program. Let's just keep growing these things.</li> <li>• Panel Discussion: Link between Agriculture &amp; Energy Industries.</li> <li>• The meeting where we looked into the relationship between Agriculture and the oil industry was very interesting and worthwhile.</li> <li>• Liked the energy and agriculture discussion.</li> <li>• Meetings that included a panel of qualified individuals, sharing various opinions and information in an open forum.</li> <li>• Liked the City Planning updates.</li> <li>• Update on City Planning Efforts.</li> <li>• Refinery Inspection.</li> <li>• Billings Refinery &amp; Community ER &amp; Disaster Planning Process.</li> </ul>
<b>City College Connection</b>	<ul style="list-style-type: none"> <li>• City College event with demonstrations.</li> <li>• City College connection.</li> <li>• The strong interactions with City College.</li> <li>• Tour of the City College. It remains one of the best experiences and was very educational. Perhaps we can do this again.</li> <li>• City College visit.</li> <li>• Like the interaction with the students.</li> </ul>
<b>Participation &amp; Communication</b>	<ul style="list-style-type: none"> <li>• Making members feel they were a part of a working group not just a nodding puppet group.</li> <li>• The most important goal is to ensure good communication between the refinery, the CAC, and the city.</li> <li>• Participation by youth in CAC.</li> <li>• Rocky Mountain College Connection.</li> </ul>

<b>Refinery Tour</b>	<ul style="list-style-type: none"> <li>• Refinery tour.</li> <li>• The refinery tour was probably the most impactful. Philipps 66 is a neighbor and it's locked in its own world, cut off by security and fences from Billings.</li> </ul>
<b>DISAPPOINTMENTS/MISSED OPPORTUNITIES</b>	
<b>No Disappointments</b>	<ul style="list-style-type: none"> <li>• N/A</li> <li>• None. (4x)</li> </ul>
<b>Time &amp; Availability</b>	<ul style="list-style-type: none"> <li>• Time is always short when you have ideas, but think we are headed in the right direction.</li> <li>• Missed a couple of meetings due to scheduling conflicts.</li> <li>• Could not attend all the meetings this past year. Do not always know my role or how to offer much support to the CAC. Making time is important and that it is the best use of time so that one is contributing to the CAC efforts or should one be doing something else. Would make more effort in 2015 to find a fit where I can be of more help or a resource or support.</li> <li>• Wish I could attend all of the meetings.</li> </ul>
<b>Panels &amp; Presentations</b>	<ul style="list-style-type: none"> <li>• We had a couple of presenters at the Ag session that seemed to miss their targets and/or timelines.</li> <li>• Maybe inviting more guests from the community.</li> <li>• MPI Perspective on Regional Energy Development: Good content but delivery message not targeted to audience (too obscure).</li> <li>• Link Between Ag and Energy [panel]: too much material for time scheduled, affected results.</li> <li>• Refinery Leadership Team: presentation not geared toward audience; don't think the presentation objective was met.</li> </ul>

## **SURVEY RESULTS: SUGGESTED CAC GOALS FOR 2015**

*Ann presented the survey results showing suggested activities and goals for 2015 and for ideas on celebrating the 25<sup>th</sup> anniversary of the CAC in 2015.*

<b>SUGGESTED ACTIVITIES &amp; GOALS FOR 2015</b>	
<b>Focus/Theme for 2015</b>	<ul style="list-style-type: none"> <li>• Focus on youth, education, opportunities.</li> <li>• Continue focus on youth. Set multi-year goals with defined objectives and timeframes. Start to build relationships with High Schools.</li> <li>• Propose we continue with the focus on youth theme. It is a worthy cause and is a good launch pad for other activities and community interactions.</li> <li>• Feel we can examine and re-examine the 2014 plan to make 2015 better.</li> <li>• Like the 2014 agenda. We may be able to tweak it a little but overall I think the agenda should be similar.</li> </ul>
<b>Panels, Presentations &amp; Discussions</b>	<ul style="list-style-type: none"> <li>• Being proactive and educational on prevention is very good. Informing the community in all the ways you should continue.</li> <li>• Panel discussions.</li> <li>• City planning efforts.</li> <li>• Continue accessing expertise to address topics.</li> <li>• Ongoing discussion about fuel costs, crude development and transportation are always current topics.</li> </ul>

	<ul style="list-style-type: none"> <li>• The refinery staff should ask more from the CAC members. What does Phillips need from the community?</li> <li>• The community members and especially refinery employees have been very helpful in helping understand various topics.</li> </ul>
<b>Suggested Topics</b>	<ul style="list-style-type: none"> <li>• More Ag involvement. Maybe tours for local Ag producers/businesses of refinery and fertilizer plant.</li> <li>• Better understand the impacts of the downturn in worldwide oil prices on the local P66 and Montana markets.</li> <li>• Will the Keystone pipeline continue to be viable given the fall off in oil prices? How many temporary and then permanent jobs can Montana expect to see if Keystone gets approved?</li> <li>• More discussion on the interaction between conventional and alternative fuels. Perhaps with stronger opinion leaders from the alternative fuels side of the equation.</li> <li>• Support or promote the Eastern Montana Area Health Education Center MedStart summer camp for high school students interested in pursuing a medical career.</li> <li>• Support, promote or host the RiverStone Health gardener's market.</li> <li>• Energy of all kinds is subject to discussion in almost every venue. P66 CAC members are engaged in these discussions regularly as members. Current, ongoing updates about the Petroleum industry will keep members informed and create opportunity for public feedback.</li> </ul>
<b>City College Connection</b>	<ul style="list-style-type: none"> <li>• Continue to expand our community outreach and our engagement with students.</li> <li>• Interactions with the City College Process plant program.</li> <li>• Increase interactions with University campus Pre-engineering program.</li> <li>• Like how you include students in your CAC. It is a good way of outreach and potentially finding good people to hire.</li> <li>• City College visit.</li> </ul>
<b>Meet in Park Event</b>	<ul style="list-style-type: none"> <li>• Meet in the park. (3x)</li> <li>• Meet in the Park – see if we want to expand scope.</li> <li>• Meet and Greet events provide a real good opportunity to interact with the local residents and to reach the residents on issues other than the refinery.</li> </ul>
<b>Increase Connection &amp; Participation</b>	<ul style="list-style-type: none"> <li>• Have a session involving high school students from the career center.</li> <li>• Information sharing with other CACs, what has worked well, what hasn't worked well, how challenges have been overcome.</li> <li>• Enjoy spending time sharing aspects of CAC with community.</li> <li>• Appreciate the ways that Phillips 66 and CAC reach out to community and inform them of safety and environmental issues. It's proactive and positive.</li> <li>• Focus on further developing some type of phone tree as a way of making massive calls to people close to the refinery in case of an accident. Like high schools (e.g., Central) has where one call goes out to hundreds of people or the MSU-Billings has some type of app for phones to inform students of a lockdown or some other issue.</li> </ul>
<b>SUGGESTIONS FOR CELEBRATING CAC'S 25 YEARS</b>	
<b>Multi-Pronged Approach</b>	<ul style="list-style-type: none"> <li>• A good PR program throughout the year, highlighting historical things from those years. Recognize employees who did something special (not just with the refinery) to build more of a tie with community.</li> <li>• Would like to see the CAC do a series of information about Phillips 66 for the community like interviews with a P66 rep and a CAC rep together to talk about the collaboration and community engagement.</li> <li>• There should be a comprehensive 25<sup>th</sup> birthday celebration.</li> </ul>

	<ul style="list-style-type: none"> <li>• Involving a broad cross section of the community in learning about the CAC and the commitment made by P66 and industry will make a successful celebration. This should be a carefully planned event with news worthy information shared during the year culminating with the “Meet &amp; Greet.”</li> <li>• Celebration - maybe some sort of outreach effort to ensure people know about us. Also incorporate into Meet in the Park.</li> <li>• Pursue news article. Poster/logo for use in communications and activities this year. Evaluate CAC historian materials and location/access of materials.</li> <li>• Group photo, plaque at refinery, etc.</li> </ul>
<b>Throw a Party</b>	<ul style="list-style-type: none"> <li>• Invite past CAC members to meeting/party to celebrate.</li> <li>• Are any of the other original members around? Invite all of the past CAC members to some type of social event.</li> <li>• A big gathering with past &amp; present members to include a meal and state of the union address from the refinery &amp; one CAC member.</li> <li>• Cater in a nice dinner or go to a restaurant to celebrate.</li> </ul>
<b>Focus Efforts at South Park Event</b>	<ul style="list-style-type: none"> <li>• Really like using the South Park approach. No need to spend any more money than you already do. Maybe just expand that if at all possible. It is a wonderful community program that highlights Phillips 66 good work and outreach.</li> </ul>
<b>No Extra Effort</b>	<ul style="list-style-type: none"> <li>• Phillips 66 already does enough celebrating with the CAC with the tour, meet and the park, and frequent meetings.</li> <li>• Not sure anything special is warranted other than giving the previous members a salute and ourselves a pat on the back.</li> </ul>

## **SMALL GROUP WORK: BRAINSORMING ACTIVITIES/GOALS FOR 2015**

*In small groups, CAC members discussed the following questions and recorded their responses on flipcharts. All the responses from the small groups are collated below:*

### **What do we want our overall theme/focus to be for 2015?**

- Youth & Education
- Education (include community)
- Education and moving forward, diversity
- Interconnectivity with other industries
- Panel discussions
- Economic impact of oil
- Local interconnectivity (Billings/region)
- Airshed/history
- Youth/high school outreach

### **Given our major learnings from last year, what ideas and topics do we want to tackle this year? Expand on this year?**

- Increase participation of community:
  - panel on community growth
  - refinery booth at Park: fuel costs, fuel specs, winter/summer blends
- Meet in Park
- Focus on interaction with K-12 education

- City College
- Panel discussions: alternative energy, Bakken, Community issues, panels on industry hot topics (e.g., pipeline spills)
- Industry health: regular CAC updates
- Panels: limit time but continue with topics like community, economic development, agriculture-industry link
- Tours that include CAC, students, City College & RMC
- Career Center outreach
- South Side event: Meet in Park connected with Gardeners' Market, be fun
- Legislative Updates on energy & environmental issues
- More panel discussions: pipeline safety, incorporate more diverse perspectives into panels

### **What is one way we can increase our participation and connection with the community in 2015?**

- Interconnectivity: railroads, transport including pipelines, health care, education, agriculture
- More connection with students. Leverage the students on CAC.
- Host Refinery 101 session
- Presentations: by-products of refining, DEQ (Josh), education summary of P66 philanthropic efforts, water use between agriculture and energy
- Improve website usage
- Keep CAC members updated via emails, etc.; send out key updates

### **DRAFT ACTIVITIES/GOALS FOR 2015**

*As a large group, CAC members prioritized activities and topics to focus on in 2015 and created a draft calendar of events. A finalized list and calendar will be developed at the February 10, 2015 CAC meeting.*

### **CAC Theme for 2015**

#### **Youth & Education, Interconnectivity with Community & Other Industries (*establish a subteam*)**

- Focus on moving forward, diversity
- Take City College student model and apply to Career Center students to include them
- Interact with K-12 students, especially middle students
- Interconnectivity with other industries (e.g., agriculture, transportation, pipelines, railroads, health care, education)
- Continue with the subteam on Connection to other CACs in the region (*Bob, Melanie, Ann*)

### **Events**

- Meet in Park event in September (*establish a subteam*)
  - Link with RSH Gardener's Market which meets on Thursdays
  - Have a booth on what's behind gas prices in the area including fuel costs, fuel specs, winter/summer blends
- City College site visit in March (*Andy Sullivan*)
  - Invite students to meetings & to participate in Meet in Park event
- Refinery tour and Refining 101 presentation at April 14 meeting, inviting students from City College, MSU-B, RMC (*P66, Andy Sullivan, Katey Plymessenger, Luke Ward, RMC*)

- Celebrating CAC 25<sup>th</sup> Anniversary (*establish a subteam*)

### Panel Discussion Opportunities

- Alternate energy and the Bakken, fracking (*establish a subteam*)
- Update on City activities: DBA, EBURD, BSED, Chamber, Business Improvement District, Homelessness Committee (*establish a subteam*)
- Panel of organizations that are involved in some level of community-industry citizen outreach: MSU-B College of Business Advisory Board, ExxonMobil Community Advisory Panel, Stillwater Mining Company (*Connecting with other CACs subteam, Chris Dimock, Dan Carter, John Beaudry*)

### Presentation Opportunities

- Update on Refinery at February 10 meeting: refinery byproducts, vacuum improvement project update, arsenic water treatment project, interconnectivity with other industries such as agriculture, transportation, pipelines, railroads, health care, education (*P66*)
- Legislative Updates monthly on energy and environmental issues (*Bruce MacIntyre*)
- Pipeline update (oil spills, safety) & include DEQ representative (*P66, Mark Hilbert*)
- Economic impact of oil prices on economic development – how healthy is the industry (*P66, Dave Galt*)
- Water use in the agriculture & energy/refining connection (*Luke Ward, RMC*)
- Update on refinery philanthropic endeavors (*P66*)
- P66 investment in ethanol & expand on RIN credits (*Mark Hilbert*)

### Community Outreach Opportunities

- Refining 101 presentation to community (e.g., Breakfast Flakes)
- Approach Leadership Montana & Ambassadors to see if they have an interest in the CAC & refinery as part of their education
- MSU-B College of Business student internships at the Billings refinery

### Ideas to Consider

- Update CAC website on regular basis (*establish a team??*)
- Send P66 information updates between meetings to CAC members (*P66*)
- Host a panel featuring Yellowstone County Soil Conservation District Board with other groups like FWP, BLM & Cloud Peak

<b>DRAFT CAC CALENDAR FOR 2015</b>	
<b>February 10</b>	<ul style="list-style-type: none"> <li>• Finalize 2015 strategic plan</li> <li>• Update on Refinery: refinery byproducts, vacuum improvement project, arsenic water treatment project, interconnectivity with other industries such as agriculture, transportation, pipelines, railroads, health care, education</li> </ul>
<b>March 10</b>	<ul style="list-style-type: none"> <li>• City College site visit</li> </ul>
<b>April 14</b>	<ul style="list-style-type: none"> <li>• Refinery Tour &amp; Refining 101 presentation with student participants (MSU-B, City College, RMC)</li> </ul>
<b>May 12</b>	<ul style="list-style-type: none"> <li>• Pipeline presentation including MT DEQ representative</li> </ul>
<b>June 9</b>	<i>TBD</i>
<b>July</b>	<i>No CAC meetings</i>

<b>August</b>	<i>No CAC meetings</i>
<b>September ??</b>	<ul style="list-style-type: none"> <li>• Meet in the Park event in South Park</li> <li>• Yellowstone River clean-up – partnering with RMC</li> </ul>
<b>October 13</b>	<i>TBD</i>
<b>November 10</b>	<ul style="list-style-type: none"> <li>• CAC 25<sup>th</sup> Anniversary Celebration</li> </ul>
<b>December 8</b>	<i>TBD</i>

## **SUMMARY OF RETREAT EVALUATIONS**

### **1. What did you most appreciate about today's planning session?**

- Good balance of dialogue. Break out session and team sharing.
- Great communication. New ideas. P66 leadership information.
- Responses from CAC members, breadth of interests. Facilitation leadership! Communication. Refinery leadership discussion.
- This activity keeps a really good group focused on the right direction.
- Interaction of ideas. Student participation.
- Working with a group of wonderful, professional, knowledgeable and active members of the community.
- Invitation of student input. Very laid-back approach. Actual planning portion was smooth. Sub groups allow for more voices to be heard.
- Good discussion. Good job making 2015 plan and timeline. Good food. Best burger I've had in a long time.
- That it was open discussion. I like that anyone can put their input in.
- Learning about how the CAC works and what you do for the community.
- Really setting up to be involved with the year ahead. Getting to meet people heavily involved with P66.
- Well organized. Good participation. Nice lunch and breakfast.
- Were organized. Great attendance. Very good participation.
- Big picture perspective from management on oil industry worldwide. Attendance and degree of interest was high. Breakfast and lunch.
- The diverse points of view and positive, structured interaction.
- I like the open and democratic nature of the group.
- The feeling of openness for discussion and participation that evolved. Keeping on schedule and meaningful results. Good day! Thanks to Ann and all.
- Number of people who came.
- Hearing other's ideas.
- Preparation – it all flowed very well.

### **2. What would you have changed or done differently?**

- Nothing. (9x)
- Probably nothing.
- Nothing comes to mind.
- Talk more.
- The length of time in the breakout sessions limits the new/innovative ideas (more time).
- More time for group activity.
- Start one hour later. Make a focus of each year new, while keeping education as the backbone.

**3. What unanswered questions, comments or concerns do you have about the planning process today?**

- None. (5x)
- Everything good.
- Challenge to discuss diversity of topics from groups.
- How do we get invited to join subteams? What subteams are there?
- All my questions will be answered at other CAC meetings.
- How I can help the community and especially students more.
- Thank you for the exposure and opportunity to make a difference.
- I feel that I understand the mission of the CAC but I don't fully understand how some of the plans made for the year relate to that mission. There seems to be a disconnect for me.
- None other than when we refer exclusively to the South Side. We should really include "Old Town Billings" – North Side is very similar in problems.

**4. Any other comments? Any suggestions for the facilitator? Any suggestions for Phillips 66?**

- No. (2x)
- The place was warm and with good sound control this year. Good venue.
- Great organization and time management. I appreciate all you do for the CAC and keeping us on track and focused.
- P66 is such an important part of the community. Ann does such a good job of coordinating and keeping us on track.
- I will miss being a part of the CAC. It has been a rewarding experience these past three years!
- I feel P66 really makes an honest effort to reach out to the community and engage it based on the CAC. It is miles more than most companies.
- I would be interested in being on the K-12 subgroup.
- Blow your own horn a little more.
- Thank you and keep up the good work!!
- Follow up on Stella's recommendation to have Ann approach the outliers from survey and find out what they feel could be done better.
- Sincerely, THANK YOU!
- Ann does a good job running our discussions and the meetings.
- Great time to get to know others.
- A good session. Really good job, Ann.