



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

ASHRAE Annual Meeting
Friday June 23, 2017
1:00 pm – 6:00 pm
Long Beach, CA

Note: These minutes have not been approved by the Planning Committee and are not the official record of the meeting until approved.

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Planning Committee Meeting

June 23, 2017

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ACTION ITEMS
 Planning Committee Meeting
 June 23, 2017

<u>No. - Pg.</u>	<u>Responsibility</u>	<u>Summary of Action</u>	<u>Status</u>
1 - 4	Harrod/Vaughn	Continue to discuss how to define MTGs.	<u>ongoing</u>
2 - 4	Neme	Notify incoming PLC members that past SP related documents are available on PLC Basecamp for their review	<u>ongoing</u>
3 - 4	Bahnfleth	Let Mr. McGinn know which budgets are approved by the Board so he can update the SP documents and also update the power point.	_____
4 - 5	McGinn	Stay in touch with Bill Bahnfleth to get the 2017-18 PLC updated with progress.	_____
5 - 5	Bahnfleth	Appoint members of PLC subcommittees	_____

MINUTES

**PLANNING COMMITTEE MEETING
June 23, 2017**

MEMBERS PRESENT: Costas A. Balaras, Chair
James K. Vallort, Vice Chair
Dimitris Charalambopoulos
Chris Gray
John L. Harrod
Julia Keen
Karine Leblanc
Tim J. McGinn
Sarah Poursharafeddin
Ashish Rakheja
Mick C. A. Schwedler
William P. Bahnfleth, Consultant
Jennifer Isenbeck, Consultant
Ginger Scoggins, CO
Jeff H. Littleton, Executive VP
Steve Comstock, Staff Director

MEMBERS ABSENT: Hassan A. Sultan
Narayanan S. Chandrasekar, Consultant
Kenneth R. Goodman, Consultant

INCOMING MBRS PRESENT: William P. Bahnfleth (incoming chair)
Dennis Knight
Sarah E. Maston
Bill F. McQuade
Tim G. Wentz

GUESTS PRESENT: Erich Binder
Darryl Boyce
Marites Calad
Doug Cochrane
Hugh Crowther
Doug Fick
Pat Graef
Sheila Hayter
Ron Jarnagin
Farooq Mehboob
Bjarne Olesen
Jon Symko
Edward Tsui
Michael Woodford
NYK Yong Kong

STAFF PRESENT: Joyce Abrams
Nicole Blount
Steve Comstock
Vanita Gupta
Kim Mitchell
Stephanie Reiniche
Mary Townsend
Craig Wright

CALL TO ORDER / OPENING COMMENTS

Chair Costas Balaras called the meeting to order at 1:04 pm. Mr. Balaras read the ASHRAE code of ethics and stressed the importance of our commitment to operating under this code during meetings.

APPROVAL OF MINUTES

Mr. Balaras called for approval of Planning Committee Minutes from the June 8, 2017 web meeting. Mr. Harrod made the motion and it was seconded

MOTION 1:

to approved the Planning Committee minutes from the June 8, 2017 web meeting as presented.

MOTION 1 PASSED (10-0-0-CNV)

ANNOUNCEMENTS-UPDATES:

Mr. Balaras announced that Ms. Scoggins will be giving a presentation to the Board on Sunday. He thanked all committee members for their time and efforts on the midterm update of the Strategic Plan, the update of the PLC governing documents and their active participation in eight committee meetings, making this a great year for the Planning Committee.

Mr. Balaras reported that Mr. Wentz offered to send a thank you letter to employers of members who served on committees during his presidential year. An email will be coming in July with a link to be used to request a thank you letter.

It was noted that Stephanie Reiniche has been promoted to Director of Technology.

ACTION ITEMS

1 – 4	No feedback was received from ExCom on defining MTGs. Ongoing	AI 1
3 – 4	Notify incoming PLC members that past SP documents are available on Basecamp. Ongoing. Ms. Neme will complete this item after Long Beach.	AI 2
4 – 4	Let Mr. McGinn know which budgets are approved by the Board to he can update the SP documents. Ongoing. This will be done after Long Beach.	AI 3

SP Midterm Update Overview

Mr. Balaras presented the SP Power Point with updates shown in blue print. **(Attachment A)**. He gave a brief overview as follows:

- Slide 2 – work progress update
- Slide 3 – shows the Tool Kit (to be updated; different presentation concepts have been prepared)
- Slide 5 – This slide shows a way to roll-out/announce the updates on the website
- Slide 6 – Overview of the work to summarize the budget impact of the SP including the original anticipated expense, actual expenses, proposed budget for existing, continuing, new adapted & new sub-initiatives, projected revenue, and anticipated expenses for full/partial and optimal implementation.
- Slide 7,8 – Examples of proposed updates; This slide shows the budget impact of the SP (slide 8 emerging market checked off)
- Slide 9-18 – These slides show highlights of updated and original initiatives (costs need to be updated according to implementation scenario - SP Budget Update Worksheet.xlsx)
- Slide 17 – Initiative 4. Initiative 4a and 4b are complete; 4c is new, ongoing. 4d is proposed.
- Slide 19 – Dashboard showing levels of completeness

- Slide 20 – Shows a summary of the existing SP, Initiative 4A & 4B completed, Initiative 4C is 50% complete in an emerging market
- Slide 21 – Moving forward, three bullet points were discussed
- Review of SP Budget Update Worksheet; Prudent approach by considering Optimal Implementations. Depending on the final recommendation, we are ready to update the Tool Kit.

Question to be answered: What has been spent and how much is still needed? (**Attachment B**)

- \$359,000 actual spent during 14-17
- \$358,000 in 17-18 and \$295,000 in 18-19 budget covering the optimal implementation

Present the spreadsheet with revisions to the Board to reflect what will be needed.

MOTION 2:

that the Board of Directors approves the proposed mid-term update to the Strategic Plan based on the optimal budgeting implementation

MOTION 2 PASSED: 10-0-0 CNV

The fiscal impact within the 2017-18 budget is \$360,000. In addition to the above fiscal impact, the anticipated budget for 2018-2019 is \$295,000 in order to complete the initiatives described in the update.

Procedures Subcommittee

Mr. Schwedler, chair of the Procedures Subcommittee, pointed out that the PLC MOP was sent to Society Rules Committee for approval. The Planning Committee Reference Manual has been updated.

NEW BUSINESS

Mr. McGinn asked about assignments that will be made for the SP Monitoring Subcommittee for 2017-18. Mr. Balaras asked him to stay in touch with Bill Bahnfleth, incoming PLC chair, to assist the 2017-18 PLC in updating them.

AI 4

MBO REVIEW

Mr. Balaras reviewed the 2016-17 MBOs (Attachment C). All MBOs are complete.

PLC PLAN and OBJECTIVES FOR 2017-18

Mr. Bahnfleth reported he will be going forward with the new Strategic Plan development. MBOs will relate to the new SP with some 2016-17 MBOs continuing. Tim Wentz will be assigned to chair the Governing Documents Subcommittee; Bill McQuade will be assigned to chair the 2019 SP Development Subcommittee. Subcommittee members will be appointed soon.

AI 5

Mr. Balaras specially thanked the subcommittee chairs - Mr. McGinn, Mr. Gray, Mr Schwedler and PLC vice chair - Mr. Vallort, for their leadership on the committee.

ADJOURNMENT

The motion was made and it was seconded and the meeting was adjourned at 4:00 pm.

Respectfully submitted,



Mary Dean Townsend, Secretary

Attachments: A. SP Mid-term Update
B. SP Budget Spreadsheet

C. PLC 16-17 MBOs

Distribution: Board of Directors
Planning Committee



PLANNING COMMITTEE

Strategic Plan Mid-Term Update

Long Beach
June 2017

Progress on SP Update

- **Completed SP sub-initiative updates, Submitted SP budget updates/forecast to Finance Committee**
- **Updated SP Toolkit (electronic documents only) (~~May 2017~~); *draft revised documents are available for roll-out***
- **Update the Board on revised & new sub-initiatives in the SP (Spring Board Meeting, May 1st)**
 - *No time to present; PLC update was not circulated*
 - *PLC should prepare background showing different levels of implementation with budget impact for Strategic Plan Initiatives. Goal is to get guidance on the order of magnitude for an “acceptable” budget.*
 - *Work on revised financial impact of initiatives costs to determine what has already been spent, projections for potential revenue; investigate different scenarios*
- **Submitted updated Budget/Summary to ExCom & Finance Com, overview to Board agenda, with recommendation for Optimal Implementation**
 - **Requested feedback/direction (prior to Long Beach) e.g. envisioned investment for following years**



Only one of the three SP documents needs to be updated





Highlights of Updated & Original Initiatives (to consider for rollout)

➤ Draft_ASHRAE SP TOOL KIT Midterm Update



Edits are highlighted



➤ Draft_ASHRAE SP TOOL KIT Midterm Update (Color/B&W)



Strategic Plan Toolkit, Midterm update COLOR – this takes the original word document provided by PLC and incorporates it into the original Strategic Plan look and feel. Gray shaded text identifies the older initiatives and with bold the updated ones. The text has been re-formatted where it is easier to read and hopefully allows for better flow. Did not change any of the content, just the look.

Prepared by ASHRAE Marketing (Ms Vanita Gupta)



Highlights of Updated & Original Initiatives (to consider for rollout)

Resources & Publications | Standards, Research & Technology | Education & Certification | Government Affairs | Society Groups | Membership & Conferences

ASHRAE Strategic Plan

AMAZING The oldest Data Aire floor-mounted equipment still in continuous service

What do Data Aire, the IRS, ATF, FBI and Social Security all have in common?

ASHRAE's four strategic goals—connect, educate, extend, and adapt—serve as broad statements of what the organization most wants and expects to accomplish over the next several years. The goals are supported, in each case, by a handful of objectives that further define specific accomplishments to pursue within the plan horizon.

Each objective should provide guidance for implementing programs of work and testing and responding to various findings. For example, ASHRAE's work to "assess and implement methods to strengthen the member value proposition" will be an ongoing series of experiments and investments that support the broader goal of a vibrant, informed, and engaged member community.

2017 Midterm Update

In fall of 2016, the Board of Directors confirmed that the Strategic Plan is a five year plan in place until June of 2019. A midterm update of the plan was authorized and subsequently approved for release June 2017. This revised Strategic Plan Toolkit documents the midterm term update. The Strategic Plan and Strategic Plan Implementation Plan remain unchanged. Where present, updated initiatives replace the original initiatives in all instances.

Strategic Plan 2014

View the Strategic Plan as a Web Page
View the Strategic Plan as a Color PDF

Initiative 1 – Market Prioritization: Member Passion and Core Market, continued 6

Updated Initiative 1B	Measuring and Broadcasting ASHRAE Impact
Description	Conduct a research program to estimate the impact ASHRAE standards and technology have had. Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance.
Timeframe	2 years
Cost	\$150,000 from Research fund, \$35,000 to support MTG activity and expenses
Staff	Mike Vaughn
Revenue/Upside	Strengthen employer and financial support.
Responsible Party	RAC (Research) / IAST.MTG

Original Initiative 1B	Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach
Description	Conduct a research program to estimate the impact of ASHRAE standards and technology Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance. Conduct 20 visits annually to consulting engineering firms by officers and BOD members to drive support and participation. Develop supporting collateral material specific to consulting engineers (VITAL for consulting engineers).
Timeframe	4 years
Cost	\$150,000 from Research fund and \$35,000 annually for travel and collateral materials
Staff	Mike Vaughn
Revenue/Upside	Strengthen financial support for research. Membership growth (consulting engineers directly; manufacturers indirectly).
Responsible Party	RAC (Research Administration Committee) / Presidential Ad Hoc (Outreach)

Updated Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVAC&R training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across five Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Student membership growth. Seeding future membership growth. Greater awareness of HVAC&R among engineers.
Responsible Party	Pub & Ed Council / Members Council Collaboration

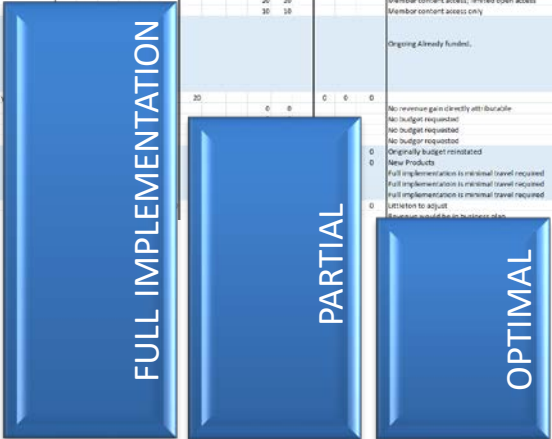
Original Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVACR training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across three Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Student membership growth. Seeding future membership growth. Greater awareness of HVAC&R among engineers.
Responsible Party	Pub & Ed Council / Members Council Collaboration

BUDGET IMPACT OF SP

- Original anticipated expense
- Actual expenses
- Proposed Budget for existing, continuing, new adapted & new sub-initiatives
- Projected Revenue
- Anticipated Expenses for
 - Full Implementation
 - Partial Implementation
 - Optimal Implementation



2014-2015 Strategic Plan Budget Summary		Original Identified Budgets (x 1000)				Proposed Budgets (x 1000)				Actual (x 1000)		Notes			
A	B	C	One				One				D	E	F		
			14/15	15/16	16/17	17/18	18/19	14/15	15/16	16/17				17/18	18/19
2	Description	SP Budget													
3	1A	Employer Support	\$15K Annually for 2015/2016 year	35				35	35	35	35	35	15	18	Estimated To cover employer visits by Regional and Society Execs
4		Associated Revenue												Estimated Associated revenue new members	
5		Full Implementation						35	35			5	5	Programs as envisioned	
6		Partial Implementation						20	20					Colateral production and some ExCom travel	
7		Minimal Implementation						10	10					Colateral production only	
8	1B	Technicality Impact	\$150K 5 Research Fund, \$25K Annually for 4 yrs	35	35	35	35	35	35	35	35	0	0	0	Budget not required, but research budget still required
9		Associated Revenue										0	0	No revenue gain directly attributable	
10		Full Implementation											124	Research as envisioned	
11		Partial Implementation											333	Reduce scope of research	
12		Minimal Implementation												MTG activity only	
13	1C	University Influence	\$20K over 3 years	30	30	30		30	30	30	30	0	0	10	Continue university presence (e.g. research journal)
14		Associated Revenue										4	3	Estimated Faculty & student membership institutional subscription growth	
15		Full Implementation										30	30	Member content access, support of open access	
16		Partial Implementation										20	20	Member content access, limited open access	
17		Minimal Implementation										18		Member content access only	
18	1D	Web Strategy / Brand Oriented Marketing												Originaly Already funded.	
19															
20															
21															
22															
23	2A	Volunteer Time	\$20K Committee Travel for 2015/2016					20				0	0	0	No revenue gain directly attributable
24		Associated Revenue										0	0	No budget requested	
25		Full Implementation												No budget requested	
26		Partial Implementation												No budget requested	
27		Minimal Implementation												No budget requested	
28	2B	IC Reorganization	\$15K Committee Travel									0	0	0	Originaly budget reallocated
29		Associated Revenue												New Products	
30		Full Implementation												Full implementation is minimal travel required	
31		Partial Implementation												Full implementation is minimal travel required	
32		Minimal Implementation												Full implementation is minimal travel required	
33	2C	JOHN Ventures	\$100K over 4 years									0	0	0	Initiation to adjust
34		Associated Revenue												Revenue would be in business plan	



BUDGET IMPACT OF SP (Example)



Sub-Initiative 3D – Courses for Chapters

NEW Adapted Budget 17-18: 0k - 177k (Revenue 2nd year: 20k)

Budget placeholder equivalent to DL Program

Full implementation: Full support with DL type program

Partial support with DL type program

Optimal implementation: Survey chapters for need (internal survey; staff cost but 0k budget impact)

Sub-Initiative 3D – Courses for Chapters (volunteer time)

Budget 14-19: ---

BUDGET IMPACT OF SP (Example)

Regional Offices
& Coms

Training

ASHRAE



Sub-Initiative 4D – Regional Offices & Committees

Budget 17-18: 80k - 390k; full service upto 590k (Revenue: 150k)

- Emerging Market: ...
- Mature Market: ...



Remove overlap with localized training, publications

Full implementation: Two offices; membership support and sales; website content, newsletter content, local committee support to customize content and interact with governments

Optimal implementation: One office (emerging or mature market); membership inquires, publications sales inquiries, local content generation for newsletter & website. Infrastructure for mature market with local (e.g. chapter, gvmt, association) office space support.

Sub-Initiative 4C – Global Training

Budget 16-17: 200k; Actual 16-17: 90k; **NEW Continue** 18-19: 50k - 200k (Revenue: 100k)

- ✓ **Emerging Market: Educational Hub in Dubai** (Infrastructure in place; office space provided, support staff hired, course faculty selected, customization of courses in progress, schedule determined)

- **Mature Market: ...**

Full implementation: two markets (offer training courses)

Optimal implementation: training course for 1 market



Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

Updated Initiative 1A Drive Employer Support. Chapter Officers will conduct and document meetings with top employers to promote continued time and financial support of ASHRAE volunteers. Timeframe: 1 visit per chapter in 2017-18 and 2018-19 Society years; Cost*: \$35k annually for collateral materials. Staff: Joyce Abrams. Responsible Party: Members Council

Original Initiative 1A

Drive Employer Support. Officers and Board Directors meet with top current employers of ASHRAE members (VITAL program). Timeframe: 20 visits in 2014-15 Society year. Cost: \$35k annually for travel and collateral materials. Staff: Joyce Abrams. Responsible Party: ExCom.

Updated Initiative 1B Measuring and Broadcasting ASHRAE Impact. Conduct a research program to estimate the impact ASHRAE standards and technology have had. Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance. Time Frame: 2 years; Cost*: \$150k from Research Fund; \$35k to support MTG. Staff: Mike Vaughn. Responsible Party: RAC/IAST.MTG

Original Initiative 1B

Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach (VITAL for consulting engineers). Time Frame: 4 years; Cost: \$150k from Research Fund; \$35k annually; Staff: Mike Vaughn; Responsible Party: RAC/Presidential Ad Hoc.

Initiative 1C Grow ASHRAE Influence at Universities. Time Frame: 3 years; Updated cost*: \$30k across five Society years (~~not three years~~). Staff: Steve Comstock; Responsible Party: PEC/Members Council collaboration.

Initiative 1D (NEW ongoing) ASHRAE.org Redesign and Brand-oriented Marketing Approach. Time Frame: 2017-18 Society year; Cost: \$250k + \$1,500/month maintenance (*on-going, already funded*). Staff: Vanita Gupta, Joslyn Ratcliff. Responsible Party: Marketing and ASHRAE Website Redesign Working Group; ExCom.

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)

INITIATIVE 1 – Market Prioritization

Activity 1A
Drive Employer Support

Activity 1B
Measuring and Broadcasting ASHRAE Impact

Activity 1C
Drive ASHRAE Influence at Universities

Activity 1D
ASHRAE Core Redesign and Brand-Oriented Marketing Approach

Total Initiative 1 Progress **60%**

Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

ASHRAE Strategic Plan Budget Summary		Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)			
Description	SP Budget	One					One								Notes
		14/15	15/16	16/17	17/18	18/19	14/15	15/16	16/17	17/18	18/19	14/15	15/16	16/17	
Employer Support	\$35k Annually for 2015/2019 year	35					35		35	35		30	15	10	Estimated to cover employer visits by Regional and Society Execs for 2017-19
	Associated Revenue											5	5	5	Estimated Associated revenue new members
	Full Implementation								35	35					Program as envisioned
	Partial Implementation								20	20					Collaterals production and some ExCom travel
	Optimal Implementation								10	10					Collaterals production only

Updated Initiative 1A **Drive Employer Support**

Description	Volunteerism is the lifeblood of ASHRAE and can only be accomplished with the support of our member's employers. Chapter Officers will conduct and document meetings with top employers to promote continued time and financial support of ASHRAE volunteers.
Timeframe	1 visit per Chapter during 2017–18 and 2018–19 Society Years
Cost	\$35,000 annually for collateral materials <i>and travel</i>
Staff	Joyce Abrams
Revenue/Upside	Strengthen local employer support for employee memberships
Responsible Party	Members Council

Original Initiative 1A **Drive Employer Support**

Description	Officers and Board Directors meet with top current employers of ASHRAE members to encourage continued time and financial support of ASHRAE volunteers. Follow-up tracking database. The VITAL program is the starting point.
Timeframe	20 visits during 2014–15 Society Year
Cost	\$35,000 annually for travel and collateral materials
Staff	Joyce Abrams
Revenue/Upside	5% North America membership growth
Responsible Party	ExCom

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)

INITIATIVE 1 – Market Prioritization

Activity 1A
Drive Employer Support

Activity 1B
Measuring and Broadcasting ASHRAE Impact

Activity 1C
Grow ASHRAE Influence at Universities

Activity 1D
ASHRAE Core Design and Brand-Oriented Marketing Approach

Total Initiative 1 Progress **60%**

Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

ASHRAE Strategic Plan Budget Summary		Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)				
Description	SP Budget	One					One								Notes	
		14/15	15/16	16/17	17/18	18/19	time	14/15	15/16	16/17	17/18	18/19	time	14/15		15/16
Technology Impact	\$150k from Research Fund, \$35k Annually for 4 yrs	35	35	35	35	150	35	35	35	35	150	0	0	0		Budget not required, but research budget still required
	Associated Revenue									0	0					No revenue gain directly attributable
	Full Implementation													150		Research as envisioned
	Partial Implementation													100		Reduce scope of research
	Optimal Implementation								35							MTG activity only

Updated Initiative 1B	Measuring and Broadcasting ASHRAE Impact
Description	Conduct a research program to estimate the impact ASHRAE standards and technology have had. Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance.
Timeframe	2 years
Cost	\$150,000 from Research fund, \$35,000 to support MTG activity and expenses
Staff	Mike Vaughn
Revenue/Upside	Strengthen employer and financial support.
Responsible Party	RAC (Research) / IAST.MTG

Original Initiative 1B	Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach
Description	Conduct a research program to estimate the impact of ASHRAE standards and technology Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance. Conduct 20 visits annually to consulting engineering firms by officers and BOD members to drive support and participation. Develop supporting collateral material specific to consulting engineers (VITAL for consulting engineers).
Timeframe	4 years
Cost	\$150,000 from Research fund and \$35,000 annually for travel and collateral materials
Staff	Mike Vaughn
Revenue/Upside	Strengthen financial support for research. Membership growth (consulting engineers directly; manufacturers indirectly).
Responsible Party	RAC (Research Administration Committee) / Presidential Ad Hoc (Outreach)

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)

INITIATIVE 1 – Market Prioritization

Activity 1A
Drive Employer Support

Activity 1B
Measuring and Benchmarking ASHRAE Impact

Activity 1C
Grow ASHRAE Influence at Universities

Activity 1D
ASHRAE Core Design and Brand-Oriented Marketing Approach

Total Initiative 1 Progress **60%**

Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

ASHRAE Strategic Plan Budget Summary		Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)					
Description	SP Budget	14/15	15/16	16/17	17/18	18/19	19 time	14/15	15/16	16/17	17/18	18/19	19 time	14/15	15/16	16/17	Notes
University Influence	\$30k over 3 years	30	30	30				30	30	30	30	30		0	0	10	Continue University presence (e.g. research journal)
	Associated Revenue										4	5		0	0	3	Estimated Faculty & student membership institutional subscription growth
	Full Implementation										30	30					Member content access; support of open access
	Partial Implementation										20	20					Member content access; limited open access
	Optimal Implementation										10	10					Member content access only

Updated Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVAC&R training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across five Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Student membership growth. Seeding future membership growth. Greater awareness of HVAC&R among engineers.
Responsible Party	Pub & Ed Council / Members Council Collaboration

Original Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVAC&R training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across three Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Student membership growth. Seeding future membership growth. Greater awareness of HVAC&R among engineers.
Responsible Party	Pub & Ed Council / Members Council Collaboration

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)



Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

Initiative 1D (NEW ongoing) **ASHRAE.org Redesign and Brand-oriented Marketing Approach.** Time Frame: 2017-18 Society year; Cost: \$250k + \$1,500/month maintenance (*on-going, already funded*). Staff: Vanita Gupta, Joslyn Ratcliff. Responsible Party: Marketing and ASHRAE Website Redesign Working Group; ExCom.

NEW Initiative 1D	ASHRAE.org Redesign and Brand-Oriented Marketing Approach
Description	Redesign the ASHRAE.org website to make it more accessible, navigable and relevant to our domestic and global audience of members and nonmembers. Implement a brand-oriented marketing approach to create a consistent presence in our physical and digital platforms. Consistent branding is critical to ensuring members and nonmembers understand the value proposition of ASHRAE as a leader in the built environment. Develop feedback mechanisms from members and nonmembers on the success.
Timeframe	2017–2018 Society Year
Cost	\$250,000 + \$1,500/month ongoing maintenance
Staff	Vanita Gupta, Joslyn Ratcliff
Revenue/Upside	Enabling more convenient web access to content, products and services will enable an expansion of ASHRAE influence and promote increased revenue from product sales. Improved member satisfaction and improved ability to attract nonmembers to membership or as customers.
Responsible Party	Marketing and ASHRAE Website Redesign Working Group / ExCom

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)



Highlights of Updated & Original Initiatives

Initiative 2 – ASHRAE Efficiency: Organizational Assessment

Initiative 2A

Volunteer Time Management. Time Frame: 2014-15 Society year. Cost*: \$20k committee travel. Staff: Jeff Littleton; Responsible Party: Presidential Ad Hoc.

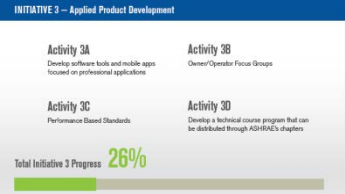
Initiative 2B

TC Re-organization. Time Frame: 2014-15 Society Year for assessment; two years for implementation. Cost*: \$15k for committee travel. Staff: Mike Vaughn; Updated Responsible Party: TAC (~~not Presidential Ad Hoc~~)

Initiative 2C

Consolidation, Partnerships and Joint Ventures. Time Frame: As opportunities arise over next 4 years. Cost*: \$100k over 4 years; Staff: Jeff Littleton; Responsible Party: ExCom

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)



Highlights of Updated & Original Initiatives

Initiative 3 – Applied Product Development

Initiative 3A

Develop software tools and mobile apps focused on professional applications.
 Time Frame: 4 years for multiple programs; Cost*: \$25k in year one; \$15k in following years. Staff: Steve Comstock; Responsible Party: PEC

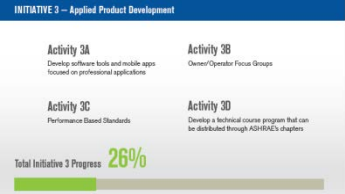
Updated Initiative 3B

ASHRAE Strategic Plan Budget Summary		Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)					
Description	SP Budget	14/15	15/16	16/17	17/18	18/19	One time	14/15	15/16	16/17	17/18	18/19	One time	14/15	15/16	16/17	Notes
Owners & Operators	\$25k year 1, \$90k for course development	25					90	25			25		25	0	6.4	25	Updated
	Associated Revenue								22	28	30						Owner/Operator course scheduled twice this year
	Full Implementation									28	30						Course should be net positive/explore additional training
	Partial Implementation									28	30						Course should be net positive/explore additional training
	Optimal Implementation									28	30						Course should be net positive/explore additional training

Updated Initiative 3B	Owner / Operator Focus Groups
Description	Collect ASHRAE member demographics on owner/operators around the world. Conduct focus groups to understand owner/operator opportunities. Based on the results on the focus groups, utilize a Multidisciplinary Task Group (MTG for Effective Building Operations) to develop products and services and explore co-branding with APPA, BOMA, and/or IFMA at zero development cost to them provided they offer marketing support and committee volunteers.
Timeframe	2 years
Cost	\$25,000 during 2017–18 for travel, facilities. \$90,000 for course development.
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Membership growth.
Responsible Party	MTG for Effective Building Operations

Original Initiative 3B	Owner / Operator Focus Groups
Description	Collect ASHRAE member demographics on owners/operators around the world. Conduct three focus groups to understand owner/operator opportunities (one outside the U.S.). Three groups at 7 per group plus facilitators (volunteer led with staff support). Based on the results on the focus groups, develop products and services such as use Standard 180 as the foundation of a fundamentals of a high performing building operations and maintenance training course. Explore co-branding with BOMA or IFMA at zero development cost to them provided they offer marketing support and committee volunteers.
Timeframe	2014–15 Society Year
Cost	\$25,000 during 2014–15 for travel, facilities. \$90,000 for course development.
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Membership growth.
Responsible Party	Members Council / Pub & Ed Council

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)



Highlights of Updated & Original Initiatives

Initiative 3 – Applied Product Development

Initiative 3C

Performance Based Standards. Time Frame: 1 year; Cost*: \$10k for transportation; Staff: Stephanie Reiniche (~~Claire Ramspeck~~); Responsible Party: Tech Council.

Updated Initiative 3D

Develop a technical course program that can be distributed through ASHRAE chapters. Time Frame: 4 years for multiple programs; Updated Cost*: \$177k for development (~~volunteered time~~). Staff: Joyce Abrams; Responsible Party: PEC/ Tech Council/ Members Council

2014 ASHRAE Strategic Plan Budget Summary			Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)					
Description	SP Budget		One					One								Notes		
			14/15	15/16	16/17	17/18	18/19	time	14/15	15/16	16/17	17/18	18/19	time	14/15		15/16	16/17
3D Courses for Chapters	volunteer time only													177.4	0	0	0	Updated; Budget placeholder equivalent to DL Program (Abrams)
	Associated Revenue											0	20					Projected revenues from increased membership dues (not from fees)
	Full Implementation												177.4					Full support with DL type program
	Partial Implementation												100					Partial support with DL type program
	Optimal Implementation												0					Survey chapters for need and use existing discounts in interim



* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)



Highlights of Updated & Original Initiatives

Initiative 4 – ASHRAE’s Role in the Global Community

Update: Sub-Initiatives 4A & 4B have been completed and represent the first actions under Initiative 4. Expanded Sub-Initiatives 4C (in progress) and 4D-4E represent new initiatives stemming from the conclusions of 4A and 4B and represent ASHRAE’s next steps in advancing the Global Strategy.

Initiative 4A (COMPLETE)

Global membership assessment and development of Global Strategy

Initiative 4B (COMPLETE)

Global Study with a consultant to evaluate ASHRAE’s opportunities

Initiative 4C (NEW ongoing)

Global Training. Time Frame: 2016-17 Society year for two pilot markets; continue for multiple years. Cost*: funded through PLC 2016-17 budget (\$200k) projected to be self funding after first year. Staff: Steve Comstock; Responsible Party: PEC.

Partial Implementation Completed

Infrastructure in place for one (emerging) market (Cost \$90k); Dubai: course faculty selected & office opened, support staff hired, customization of courses in progress, schedule determined

Initiative 4D (Proposed)

Regional Offices and Technical Oversight Committee. Target Enterprise involvement. Time Frame: 2017-18 Society year with anticipated pilot renewals for two additional years. Cost*: Local office: \$250k per year per office (in mature &/or emerging markets). Technical oversight committees \$40k per year (mature &/or emerging market); Targeted Enterprise involvement: \$10k per year. Staff: Jeff Littleton; Responsible Party: Members Council.



Full Implementation (e.g. two offices at the same time; Emerging & Mature markets) or **step-by-step process with Partial or a prudent Optimal Implementation**

Initiative 4E (Proposed)

Organization of Global Chapters and Drive Partnerships. Time Frame: 2017-18 Society year. Cost*: Volunteer time: \$30k for travel associated with investigation; implementation budget TBD. Staff: Jeff Littleton, Joyce Abrams. Responsible Party: Members Council, ExCom.

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)



Highlights of Updated & Original Initiatives

Initiative 5 – ASHRAE’s Role in the Residential Sector

Initiative 5A

Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment. Time Frame: 2014-15 Society year. Cost*: \$10k per year to attend partner meetings; \$100k for training and education programs. Research budget TBD.

Staff: Steve Comstock; Responsible Party: Tech Council/Residential Building Committee (~~Presidential Ad Hoc~~).

DASHBOARD

INITIATIVE 1 – Market Prioritization

Activity 1A

Drive Employer Support

Activity 1B

Measuring and Broadcasting ASHRAE Impact

Activity 1C

Grow ASHRAE Influence at Universities

Activity 1D

ASHRAE.org Redesign and Brand-Oriented Marketing Approach

Total Initiative 1 Progress **60%**



INITIATIVE 2 – ASHRAE Efficiency

Activity 2A

Volunteer Time Management

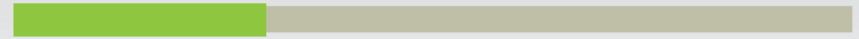
Activity 2B

TC Reorganization

Activity 2C

Consolidation, Partnerships and Joint Ventures

Total Initiative 2 Progress **30%**



INITIATIVE 3 – Applied Product Development

Activity 3A

Develop software tools and mobile apps focused on professional applications

Activity 3B

Owner/Operator Focus Groups

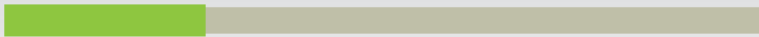
Activity 3C

Performance Based Standards

Activity 3D

Develop a technical course program that can be distributed through ASHRAE's chapters

Total Initiative 3 Progress **26%**



SP Infographic/Dashboard that includes the new initiatives and KPI's at the end. The idea is to provide an overall percentage to show progress (not specific percentages for each sub-initiative)

Prepared by ASHRAE Marketing (Ms Vanita Gupta)

DASHBOARD

INITIATIVE 4 – Global Community (Original Initiatives)

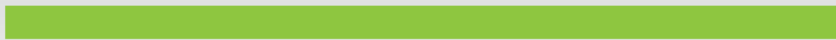
Activity 4A

Global membership

Activity 4B

Global Study with a consultant to evaluate ASHRAE's opportunities

Total Initiative 4 Progress **100%**



INITIATIVE 4 – Global Community (Additional Initiatives)

Infrastructure in place for one market (emerging)



Activity 4C

Global Training

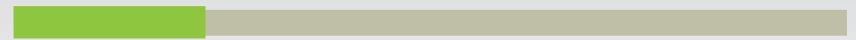
Activity 4E

Organization of Global Chapters and Drive partnerships

Activity 4D

Regional Offices and Technical Oversight Committee. Target Enterprise Involvement

Total Initiative 4 Progress **20%**

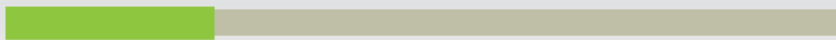


INITIATIVE 5 – Residential Sector

Activity 5A

Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment.

Total Initiative 5 Progress **25%**



KPIs (Starting 2014, where applicable)



Increase Active Volunteer Participation by 13.1%

Increased Awareness of ASHRAE and Resources Among Priority Audiences

- Website Visits:



Membership Increase of 6.5%



North America: 23% Elsewhere: 29%



Broader Evidence Under Development of Practical Application of ASHRAE's Intellectual Property

- Social Media Followers:



6 Apps and Online Product Offerings



47,908

20%



25,390

38%



13,965

18%



1,649

120%

SP Infographic/Dashboard that includes the new initiatives and KPI's at the end. The idea is to provide an overall percentage to show progress (not specific percentages for each sub-initiative)

Prepared by ASHRAE Marketing (Ms Vanita Gupta)

Moving Forward

➤ Lessons Learned (for the next SP):

○ Consider Presidential Themes/Initiatives

Less AdHocs, integrate in Council/Committee work;
Monitor past and incoming Presidential initiatives;
Minimize overlap

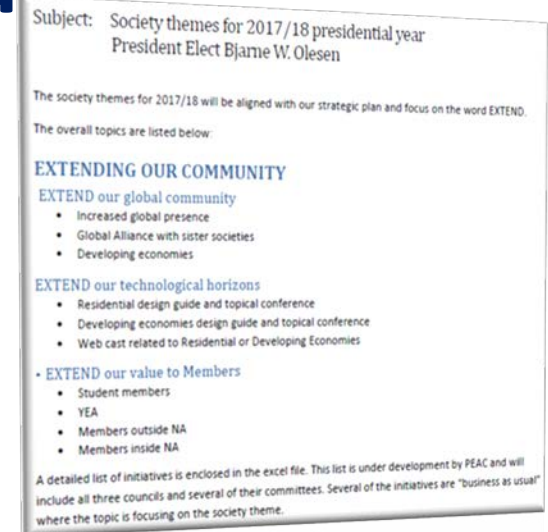
○ Clear objectives/charge

○ Track expenses in the budget

○ Use metrics that are actually measurable

➤ Finalize recommendations; present to the Board for consideration

➤ Update documentation (Toolkit) after Long Beach, accordingly





ASHRAE Strategic Workbook Summary		Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)			Notes
		14/15	15/16	16/17	17/18	18/19	14/15	15/16	16/17	17/18	18/19	14/15	15/16	16/17	
1A	Employer Support	538					538					538			Estimated to cover employer visits by Regional and Society Fees
	Associated Revenue											5	5	5	Estimated associated revenue new members
	Full implementation											35	35		Programs announced
	Partial implementation											20	20		Collaterals production and some ExCom travel
	Minimal implementation											10	10		Collaterals production only
2B	Technology Impact	15	30	30	30	30	15	30	30	30	0	0	0	0	Budget not required, but research budget still required
	Associated Revenue											0	0	0	No revenue gain directly attributable
	Full implementation											130	130		Research as announced
	Partial implementation											35	35		Business scope of research
	Minimal implementation											15	15		IT/IS activity only
12C	University Influence	30	30	30			30	30	30	30	0	0	0	0	Continue University presence (e.g. research journal)
	Associated Revenue											4	5	0	Estimated Faculty & student membership institutional subscription growth
	Full implementation											30	30		Member content access; support of open access
	Partial implementation											20	20		Member content access; limited open access
	Minimal implementation											10	10		Member content access only
18	Web Re-design / Brand Oriented Marketing														Originaly Already funded.
22A	Volunteer Time	20					20				0	0	0	0	No revenue gain directly attributable
	Associated Revenue											0	0	0	No budget requested
	Full implementation											0	0	0	No budget requested
	Partial implementation											0	0	0	No budget requested
	Minimal implementation											0	0	0	No budget requested
26B	TC Reorganization	15					15				0	0	0	0	Originally budget reinstated
	Associated Revenue											5	5	0	New Products
	Full implementation											15	15		Full implementation is minimal travel required
	Partial implementation											15	15		Full implementation is minimal travel required
	Minimal implementation											15	15		Full implementation is minimal travel required
32C	JOSE Ventures	100					100				0	0	0	0	Intention to adjust
	Associated Revenue											0	0	0	Revenue would be in business plan

Attachment:

➤ SP Budget Update Worksheet.xlsx



➤ Prudent approach by considering Optimal Implementations

Totals	320	80	80	50	0	440	320	180	280	775	670	452	125	76.4	158					
Grand Total (x1000)						530						440					359			
						970														
						Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)				
						One					One									
						14/15	15/16	16/17	17/18	18/19	time	14/15	15/16	16/17	17/18	18/19	time	14/15	15/16	16/17
2014-2016						400						500						201		
2016-2017						80						280						158		
						Actual Spent 2014-17 & Proposed Budgets 2017-19 (x 1000)														
						359														
2017-2019						Full Implementation			753	777	250									
									1530											
						Partial Implementation			431	478	200									
									908											
						Optimal Implementation			266	188	100									
									453											
									812				100							
									912											
Associated Revenue Based on Full Implementation						27	302	555	5	5	8									

“What have we spent and how much more do we need?”

Attachment B

2014 ASHRAE Strategic Plan Budget Summary			Original Identified Budgets (x 1000)					Proposed Budgets (x 1000)					Actual (x 1000)			Notes	
Description	SP Budget	One time	14/15	15/16	16/17	17/18	18/19	14/15	15/16	16/17	17/18	18/19	19/20	14/15	15/16		16/17
1A	Employer Support	\$35k Annually for 2015/2019 year Associated Revenue Full Implementation Partial Implementation Optimal Implementation	35					35			35	35		30	15	10	Estimated to cover employer visits by Regional and Society Execs for 2017-19 Estimated Associated revenue new members Program as envisioned Collaterals production and some ExCom travel Collaterals production only
1B	Technology Impact	\$150k from Research Fund, \$35k Annually for 4 yrs Associated Revenue Full Implementation Partial Implementation Optimal Implementation	35	35	35	35		35	35	35	35	75		0	0	0	Budget not required, but research budget still required No revenue gain directly attributable Research as envisioned Reduce scope of research MTG activity only
1C	University Influence	\$30k over 3 years Associated Revenue Full Implementation Partial Implementation Optimal Implementation	30	30	30			30	30	30	30	5		0	0	10	Continue University presence (e.g. research journal) Estimated Faculty & student membership institutional subscription growth Member content access; support of open access Member content access; limited open access Member content access only
1D	Web Redesign / Brand Oriented Marketing																Ongoing Already funded.
2A	Volunteer Time	\$20k Committee Travel for 2015/2015 year Associated Revenue Full Implementation Partial Implementation Optimal Implementation	20					20			0	0		0	0	0	No revenue gain directly attributable No budget requested No budget requested No budget requested
2B	TC Reorganization	\$15k Committee Travel Associated Revenue Full Implementation Partial Implementation Optimal Implementation	15					15			15	5		0	0	0	Originally budget reinstated New Products minimal travel required minimal travel required minimal travel required
2C	Joint Ventures	\$100k over 4 years Associated Revenue Full Implementation Partial Implementation Optimal Implementation	25	25	25	25		25	25	25	25			0	0	0	Littleton to adjust Revenue would be in business plan No budget requested No budget requested No budget requested
3A	Software & Apps	\$25k year 1, \$15 each following year Associated Revenue Full Implementation Partial Implementation Optimal Implementation	25	15	15	15		25	15	15	15	15		0	0	15	New products coming on line Full implementation is two products Minimal implementation is one product Minimal implementation is one product
3B	Owners & Operators	\$25k year 1, \$90k for course development Associated Revenue Full Implementation Partial Implementation Optimal Implementation	25				90	25		25	28	30		0	6.4	25	Updated Owner/Operator course scheduled twice this year Course should be net positive/explore additional training Course should be net positive/explore additional training Course should be net positive/explore additional training
3C	Performance Stds	\$10k for transportation Associated Revenue Full Implementation Partial Implementation Optimal Implementation	10					10			0	0		0	0	0	No revenue gain directly attributable Full implementation is committee travel Partial implementation is committee travel Minimal is staff time and conference calls
3D	Courses for Chapters	volunteer time only Associated Revenue Full Implementation Partial Implementation Optimal Implementation											177.4	0	0	0	Updated; Budget placeholder equivalent to DL Program (Abrams) Projected revenues from increased membership dues (not from fees charged to Chapters for access to the materials), i.e. new members from increased chapter/membership value Full support with DL type program Partial support with DL type program Survey chapters for need and use existing discounts in interim
4A	Global Survey	\$15k for Consultant Associated Revenue Full Implementation Partial Implementation Optimal Implementation	15					15			0	0		0	0	0	No revenue gain directly attributable Complete/No expenditures in 17/18 or 18/19 Complete/No expenditures in 17/18 or 18/19 Complete/No expenditures in 17/18 or 18/19
4B	Consultant Evaluation	\$100k 2014/2015 Associated Revenue Full Implementation Partial Implementation Optimal Implementation	100					100	100		0	0		90	50	0	Revenue to be shown in resulting activities Complete/No expenditures in 17/18 or 18/19 Complete/No expenditures in 17/18 or 18/19 Complete/No expenditures in 17/18 or 18/19
4C	Localized Training	New Initiative: Global Training Associated Revenue Full Implementation Partial Implementation Optimal Implementation							200		100	150		0	0	90	Funded already from 2016-17 PLC Budget (in place for Emerging Market - Dubai) Anticipated revenue in PEC budget 2 geographies in 17-18; 1 in 18-19 1 geography in 17-18; 1 in 18-19 Reduce training for 1 geography
4D	Regional Offices & Committees	New Initiative: Regional Offices, Tech. Oversight Com Associated Revenue Full Implementation (Two Mature areas full service) Partial Implementation (One Mature/One Emerging) Optimal Implementation (One office)								590	590			0	0	0	Consultant estimates for full service / Supports full space/service, personnel, committee/chapter admin, staffing for training/publications / Depending on market chosen will range from 150 yr to 300 yr full service Revenue from member growth, training, publications / Overlap with revenue from training and publications Two offices. Removes overlap with localized training, publications. Includes website content, newsletter content, membership support and sales; training and publications sales One office (emerging or mature market). Removes overlap with localized training, publications. Activity restricted to membership inquires, and publications sales inquiries with local content generation for newsletter and website. for mature market with local (e.g. chapter, gvmt, association) office space support.
4E	Global Chapters & Partnerships	New Initiative: Global Chapters & Partnerships Associated Revenue Full Implementation Partial Implementation Optimal Implementation								30	30						Unknown membership growth No change full or minimal implementation No change full or minimal implementation No change full or minimal implementation
5A	Residential	\$10k per year travel, \$100k program development Associated Revenue Full Implementation Partial Implementation Optimal Implementation	10		10		100	10		10	10		25	0	0	0	Not updated, perhaps RBC has requested directly to Finance their budget Publications and training sales Lesser effort will not yield results Lesser effort will not yield results

Totals 345 105 180 160 0 190 320 180 280 785 670 302 125 76.4 158
 Grand Total (x1000) 790 190 359

980														
Original Identified Budgets (x 1000)						Proposed Budgets (x 1000)						Actual (x 1000)		
					One time						One time			
14/15	15/16	16/17	17/18	18/19		14/15	15/16	16/17	17/18	18/19		14/15	15/16	16/17

2014-2016 450 180 500 280 201 158 Mainly for Global Training (Infrastructure in place for one (emerging) market)

2016-2017 180 280 158

Actual Spent 2014-17 & Proposed Budgets 2017-19 (x 1000)

359

2017-2019 Full Implementation #REF! #REF! #REF!

Partial Implementation #REF! #REF! #REF!

Optimal Implementation ### #####

#REF!

#REF! ###

#REF!

Actual spent 2014-2017
 Proposed budget for 2017-2019 (Full Implementation)
 Proposed budget for 2017-2019 (Partial Implementation)
 Proposed budget for 2017-2019 (Optimal Implementation) for a prudent approach
Prudent approach by considering Optimal Implementation

What has been spent 2014-17 and requested budget for Optimal Implementation 2017-19

Associated Revenue Based on Full Implementation
 (only accounted for in PEC items)
 Estimated revenue for Partial Implementation (25% reduction)
 Estimated revenue for Optimal Implementation (50% reduction)

#REF! #REF! #REF! ### ##### #REF!

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As a rule of thumb, partial implementation would result in a 25% reduction (ballpark). Estimated round numbers
 As a rule of thumb, optimal implementation would result in a 50% reduction (ballpark). Estimated round numbers

ASHRAE Planning Committee Objectives (2016 – 2017)

Chair: Costas Balaras

Version: June 2017

MBO	Description	Responsibility	Due Date	Status	Comments/Updates
1	<p>Strategic Plan Implementation</p> <p>1a - Monitor progress & Implementation of SP across the Society</p> <p>1b - Strategic Plan Evolution</p>	<p>SP Monitoring Subcommittee:</p> <p>Tim McGinn (Chair) Harrod, Keen, Leblanc, Poursharafeddin</p>	<p>Jan 17 (update)</p> <p>Spring 17</p> <p>(...June 17)</p>	<p>Complete</p> <p>Complete</p> <p>...ongoing</p> <p>... CANCELLED (move to next SY)</p>	<p>✓ Dashboard Report to the BOD (assess how close we are to implementing or completing the SP initiatives)</p> <p>✓ Success stories; Issues/Problems (Continue support of Councils & Committees wrt SP)</p> <p>- Recommendations to move forward next year</p> <p>- Do we need an official SP update approved by the BOD?</p> <p>President TGW Letter to Planning 8/22: ➤ Determine the next step for the current Strategic Plan - Areas / Priorities / Process for NEW SP, if appropriate</p>
2	<p>Society Global Community Plan</p>	<p>Global Community Subcommittee:</p> <p>Chris Gray (Chair) Bahnfleth, Chandrasekar, Charalambopoulos, Goodman, Isenbeck, Rakheja, Sultan</p>	<p>Jan 17 Full report in Las Vegas</p> <p>(...June 17)</p>	<p>Complete</p> <p>recommendations of expanding existing and new Global Sub-Initiatives</p> <p>Complete</p> <p>...ongoing continue next SY</p> <p>Complete</p> <p>...ongoing continue next SY</p>	<p>CLEARLY COMMUNICATE THE PROCESS & VALUE of the PLAN</p> <p>- Document & Substantiate recommendations</p> <p>- Update and incorporate new items/ideas, if necessary</p> <p>- Develop a comprehensive plan, setup an actual program and budget, identify and launch pilot programs</p> <p>President TGW Letter to Planning 8/22 (BOD AI 18-9 St Louis)</p> <p>✓ Revisit last year's available resources</p> <p>✓ "Seek advice from members not from North America, especially grassroots people and how ASHRAE can better serve their needs". e.g. SP Initiative 4A survey, and past MC survey on ASHRAE Engagement & Volunteering, and possibly more input from new surveys</p> <p>President TGW Letter to Planning 8/22 (BOD AI 17-8 St Louis):</p> <p>✓ Monitor progress with Website (Marketing), Marketing brand awareness (Marketing), Train the Trainer (PEC);</p> <p>✓ Implementation Global Training—allocated \$200k PLC budget for SY 16-17 (implemented in one geographic areas- Educational Hub in Dubai); Continue to monitor progress</p> <p>- Consider Society Global Activities/Initiatives</p> <p>- Identify overlaps, gaps and integrated needs of ASHRAE's current globalization efforts</p> <p>- Integrate Developing Economies in Global Efforts & Strategic Plan (BOD AI 22-11 St Louis; assigned to PLC)</p>
3	<p>PLC MOP & Reference Manual</p>	<p>Procedures Subcommittee:</p> <p>Michael Schwedler (Chair) Harrod, Rakheja, Keen</p>	<p>Jan 17</p> <p>June 17</p>	<p>Complete</p> <p>Complete</p>	<p>✓ Review governing documents; recommendations for necessary changes; Watch out for ROB (new version)</p> <p>✓ Update/recommendation to change ROB 2.416.003.2</p> <p>✓ PLC to update</p>