



Shaping Tomorrow's  
Built Environment Today

## **MINUTES**

### **PLANNING COMMITTEE WEB MEETING**

Tuesday, February 7, 2017  
8:00 am – 9:00 am EST

**Note:** These minutes were approved by the Planning Committee on March 29, 2017 and are the official record of the meeting.

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**ACTION ITEMS**  
 Planning Committee Meeting  
 February 7, 2017

<b><u>No. - Pg.</u></b>	<b><u>Responsibility</u></b>	<b><u>Summary of Action</u></b>	<b><u>Status</u></b>
1 – 5	Balaras	Request from Society to determine an appropriate process for rolling out the SP update to Councils and Committees	_____
2 – 5	McGinn/	Work on the SP Monitoring Mid-Term update with financial information added by April 15 so it will be ready for Finance Committee to review during their May 1 meeting.	_____
3 - 5	Harrod/ Vaughn	TC Ad hoc report should be reviewed and tasks assigned. The report was submitted to TAC and Mr. Harrod will send it to PLC members.	_____
4 - 5	Gray	Rewrite Initiative #4 to include ongoing and new tasks/elements, budget items and a longer-term vision to cover one or two budget cycles.	_____
5 – 5	Balaras/Gray	Discuss offline the directions, outcomes and timeline to include in the global subcommittee update	_____
6 - 5	Comstock	Collect and distribute the word files of the SP documents (Tool Kit, Plan and Implementation Process)	_____
7 – 6	Schwedler	Send the final draft of the MOP and Reference Manual to Ms. Neme to hold for future discussion with PLC	_____
8 - 6	SubC Chairs	Organize all of your work and let Mr. Balaras know if anything is needed before the deadline of April 15.	_____
9 - 6	Scoggins	Discuss with ExCom if more information is needed and when Finance Committee needs cost data for next year's Society budget	_____
10 - 6	Neme	Send out a Doodle poll to schedule the next web meeting	_____

## MINUTES

**PLANNING COMMITTEE WEB MEETING  
February 7, 2017**

**MEMBERS PRESENT:** Costas A. Balaras, Chair  
Dimitris Charalambopoulos  
Chris M. Gray  
John L. Harrod  
Julia A. Keen  
Tim J. McGinn  
Sarah Poursharafeddin  
Mick C. A. Schwedler  
Hassan A. Sultan  
Bill Bahnfleth, Consultant  
Jennifer Isenbeck, Consultant  
Ginger Scoggins, CO  
Steve Comstock, Staff Director

**MEMBERS ABSENT:** James K. Vallort, Vice Chair  
Karine Leblanc  
Ashish Rakheja  
Narayanan S. Chandrasekar, Consultant  
Kenneth R. Goodman, Consultant  
Jeff H. Littleton, Executive VP

**STAFF PRESENT:** Joyce Abrams  
Joslyn Ratcliff

**CALL TO ORDER / OPENING COMMENTS**

Chair Costas Balaras called the meeting to order at 8:02 am. Mr. Balaras noted that this was a follow up meeting from Las Vegas to discuss the Board presentation, the outcome of recommendations made to the Board, and to clarify what comes next in the coming months. He mentioned the ASHRAE code of ethics which is followed at all ASHRAE meetings.

**Roll Call**

Mr Balaras asked for a roll call. Members and staff who participated are listed above. A quorum of PLC voting members was present.

**REVIEW OF THE AGENDA**

Mr Balaras asked if there were changes or additions to the agenda. No new items or other comments were made on the agenda.

**APPROVAL OF MINUTES**

Note: The January 27 Planning Committee minutes were not prepared as of this web meeting due to time constraints on behalf of ASHRAE staff. Minutes from the Las Vegas meeting and from this meeting will be on the agenda for approval during the next web meeting in March.

**ANNOUNCEMENTS:**

Mr. Balaras congratulated Mrs. Julia Keen and Mr. Mick Schwedler on their election as Board vice presidents and Ginger Scoggins on her election to a second term as vice president on the Board. He pointed out the importance of having a strong ExCom and PLC connection during the strategic plan evolution and indicated PLC is privileged to have them serving on the committee.

**Post-Las Vegas Update**

Mr. Balaras reported the Planning Committee Report was presented to the Board of Directors on Sunday in Las Vegas. In addition to the written PLC report, an additional overview power point also was presented which included a short overview of the work progress of the Strategic Plan at this midterm phase of the 5 year plan, the Dashboard, updates, recommendations and progress made with the updates on the five SP initiatives. Emphasis was placed on initiative #4 on the global plan which is charged to PLC. This may have given the impression to the Board that PLC may not be equally considering the other Initiatives or placing an equal emphasis on the entire plan in lieu of the global plan. Accordingly, in the future, it is best to keep the PLC report and present the plan as a comprehensive approach thus avoid giving the impression that PLC is not equally focusing on all five initiatives. The global plan – part of initiative #4 - will be linked with all of the initiatives, including all elements, and specific recommendations and actions will be presented in the future update. Next steps will be to set a timeframe to deliver the enhancements to the initiatives. Recommendations will include all five initiatives, a budget and scheduled timing so the process will fit in with the Board and Finance Committee spring meetings.

The three recommendations presented to the Board on Sunday, January 29, 2017:

1. **That the Planning Committee, with input from ExCom and the Board, will undertake a Midterm Update of the Strategic Plan for unveiling at the ASHRAE 2017 Annual Meeting in Long Beach.**

Board reaction was positive with some concerns that will need to be considered. The questions was posed by a Board member as to whether this was a motion to “change” the strategic plan. This concern was addressed effectively clarifying that the intent is to update some sub-initiatives of the existing SP accordingly to facilitate their progress. This will be presented again for approval before implementation of the update.

This recommendation was approved by the Board.

2. **That the Board of Directors approve the following five areas for strategic direction of future global planning activities:**
  - I. **Build on and create relationships**
  - II. **Diversify revenue streams**
  - III. **Deliver products for segmented markets**
  - IV. **Engage volunteers to reinforce local relevance**
  - V. **Promote a “regionalized” value proposition to members and nonmember professionals**

Due to different interpretations of this recommendation, it was not approved. After some discussion, it was agreed that this recommendation was already approved in the first one since the global planning activities are under Initiative 4 of the SP and it was not necessary to submit this item again to the Board for approval.

3. **The Planning Committee recommends that the Board of Directors amend the Rules of the Board as follows:**

**2.416 Planning Committee**

2.416.003.2 Meetings

This committee shall meet ~~four~~ two times per year:

- A. ~~This committee shall meet At~~ at the Winter and Annual Meeting ~~the committee shall hold two-hour open forums to receive input from the general membership.~~

- B. Up to 2 additional Committee meetings ~~shall~~ may be held in the fall and in the spring at the discretion of the Planning Committee Chair.

The recommendation to amend the ROB by changing the wording as shown above was approved by the Board of Directors.

Mr. Balaras asked Ms. Scoggins for her thoughts on why the 2<sup>nd</sup> recommendation failed to be approved. Ms. Scoggins thought the Board may have been confused as to why this approval was needed. PLC was assigned initiative #4 to include all initiatives not just the global initiative. Also financial impact of the next steps should be included in the recommendation. Mr. Schwedler agreed with Ms. Scoggins' assessment and added that directions should be clearly stated to the Board about what PLC recommends for the next steps. It will then be the Board's decision on how to proceed.

Mr. Balaras pointed out that the new sub-initiatives (4c, 4d, etc.) will have financial impact and stressed the importance of having the data to review before the spring Finance Committee meeting on May 1. The Subcommittee chairs will need to target their large amount of work to be complete prior to this meeting so a financial budget request can be made and a work-plan developed.

(Tim McGinn)-SP Monitoring Subcommittee Midterm Update:

1. Review and update the initiatives (Mr. Gray will update Initiative 4)
2. Measures and outcomes to be reformulated (work with Steve Comstock in the next two weeks)
3. Fiscal impacts will be written with assistance from Councils; must be comprehensive.
4. Roll-up plan – Mr. McGinn asked Mr. Balaras to work with Society to determine an appropriate process for rolling out the SP update to the Councils and Committees. AI 1

Mr. Balaras pointed out that if the updates with financial requirements are ready by mid-April, there will be time for the Finance Committee to consider it during their spring meeting. Mr. Balaras suggested Mr. McGinn reach out to Vanita Gupta who agreed to provide some assistance with alternative market baselines to quantify impact indicators. AI 2

Mr. Harrod added that the TC Ad hoc report should be reviewed and tasks assigned. He has submitted the report to TAC and will also send it to PLC members. AI 3

(Chris Gray)-Global Community Subcommittee Update

Mr. Gray reported Initiative #4 will be updated and write the new sub-initiatives to include budget items. A long-term vision will need to be included to cover one or two budget cycles. This initiative is short-sighted at the moment and will be rewritten. Ms. Scoggins added that the Board felt the directions were a separate strategic plan and that they were too vague. More specific directions that follow the directions of the overall SP will be needed following the format of the SP document and the SP Toolkit. AI 4

Mr. McGinn suggested leaving sub-Initiative 4a and 4b as they are, incorporating the two new sub-initiatives (4c and 4d that are in progress for the website & Marketing approach, and the Global Training), and rewriting the additional recommendations for the other new sub-initiatives that PLC has been working on, and not include a lot of wording details but adapt them in the existing SP format. Ms. Scoggins added the wording should be how to implement a, b and c. Mr. Harrod suggested sub-points are elements of the overall initiatives not the initiative itself. Terminology might be better if these were called tasks or elements, not initiatives. These may be confusing terms.

Mr. Balaras clarified to Mr. Gray that there is actually no change in the direction and the work that the Global Community Subcommittee has been working on; the outcomes and the direction that were presented to the Board are still maintained, but the presentation of the recommendations has to be adapted to the format of various SP documents. Mr. Gray asked to discuss this further with Mr. Balaras offline. Mr. Balaras emphasized that the timetable needs to be a focus by the mid-April deadline. AI 5

Mr. Balaras requested the assistance of Mr. Comstock to collect and distribute to the Subcommittee Chairs the word files of the SP documents (Tool Kit, Plan and Implementation Process) in order to facilitate the update process using track changes. AI 6

(Mick Schwedler)-Procedures Subcommittee Update

Mr. Schwedler reported the draft MOP and Reference Manual were completed with input requested from Mrs. Keen, Mr. Rakheja and Mr. Harrod. Mr. Schwedler suggested that changes that were made will be discussed with Mr. Balaras during the week of February 20. Mr. Balaras suggested that with so much work to do, holding off on reviewing the changes and sharing them with all PLC members over the next month or two. Mr. Schwedler took an action item to send the final draft of the MOP and Reference Manual to Ms. Neme and it can be shared with PLC when convenient.

AI 7

Mr. Balaras reminded everyone about the tight schedule that PLC has to meet in order to develop recommendations along with a time frame for implementation of the SP. -The deadline is mid-April. He asked subcommittees to organize all of the work and let him know if anything is needed in order to meet the deadline.

AI 8

**FUTURE MEETINGS**

Mr. Balaras reminded subcommittee chairs to notify PLC members when their meetings are scheduled. He thanked Ms. Scoggins for working as liaison between ExCom and PLC and asked her to let him know if any new information is needed by ExCom or have any other guidance for PLC and when Finance Committee needs from PLC the estimated of potential costs for the enhanced and new SP sub-initiative elements in order to be incorporated into next year's Society budget etc, that PLC should know about.

AI 9

A Doodle poll will be sent to schedule the next PLC web meeting

AI 10

**ADJOURNMENT**

Mr. Balaras thanked all PLC members and staff. Mr. Harrod made the motion and it was seconded and the meeting was adjourned at 8:59 am.

Respectfully submitted,



Mary Dean Townsend, Secretary

Distribution: Board of Directors  
Planning Committee