M I N U T E S

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.
# TABLE OF CONTENTS
Planning Committee Meeting
June 23, 2017

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALL TO ORDER</td>
<td>4</td>
</tr>
<tr>
<td>APPROVAL OF MINUTES</td>
<td>4</td>
</tr>
<tr>
<td>ANNOUNCEMENTS</td>
<td>4</td>
</tr>
<tr>
<td>Action Items Update</td>
<td>4</td>
</tr>
<tr>
<td>SP Mid-Term Update</td>
<td>4</td>
</tr>
<tr>
<td>OLD BUSINESS</td>
<td>4</td>
</tr>
<tr>
<td>SUBCOMMITTEE REPORTS</td>
<td>5</td>
</tr>
<tr>
<td>Procedures</td>
<td>5</td>
</tr>
<tr>
<td>NEW BUSINESS</td>
<td>5</td>
</tr>
<tr>
<td>MBO REVIEW</td>
<td>5</td>
</tr>
<tr>
<td>PLC PLAN AND OBJECTIVES FOR 2017-18</td>
<td>5</td>
</tr>
<tr>
<td>ADJOURNMENT</td>
<td>5</td>
</tr>
</tbody>
</table>
### ACTION ITEMS
Planning Committee Meeting  
June 23, 2017

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

3 – 4   Notify incoming PLC members that past SP documents are available on Basecamp. Ongoing. Ms. Neme will complete this item after Long Beach.

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.

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.

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.

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

Edits are highlighted

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)
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
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)

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: ...

Sub-Initiative 4D – Regional Offices & Committees
Budget 17-18: 80k - 390k; full service upto590k (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.
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.


**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.


* 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

<table>
<thead>
<tr>
<th>Description</th>
<th>Original Identified Budgets (x 1,000)</th>
<th>Proposed Budgets (x 1,000)</th>
<th>Actual (x 1,000)</th>
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<tbody>
<tr>
<td></td>
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<td>14/15 15/16 16/17 17/18 18/19</td>
<td>14/15 15/16 16/17</td>
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<td>20 20 20 20 20</td>
<td>20 20 20 20 20</td>
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<tr>
<td>Full Implementation</td>
<td>10</td>
<td>10 10 10 10 10</td>
<td>10 10 10 10 10</td>
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<tr>
<td>Partial Implementation</td>
<td>5</td>
<td>5 5 5 5 5</td>
<td>5 5 5 5 5 5</td>
</tr>
</tbody>
</table>

Notes:
- Estimated to cover travel visits by Regional and Society Execs for 2017–18
- Program as envisioned
- Collateral production and some ExCom travel
- Collateral production only

Updated Initiative 1A

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 and travel

Staff: Joyce Abrams

Revenue/Upside: Strengthen local employer support for employee memberships

Responsible Party: Members Council

Original Initiative 1A

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)
Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

<table>
<thead>
<tr>
<th>Description</th>
<th>Original Identified Budgets (x 1000)</th>
<th>Proposed Budgets (x 1000)</th>
<th>Actual (x 1000)</th>
</tr>
</thead>
<tbody>
<tr>
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<td>14/15 15/16 16/17 17/18 18/19</td>
<td></td>
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<td>Technology Impact</td>
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<td>35 35 35 35 150</td>
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<td>Associated Revenue</td>
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<td>No revenue gain directly attributable</td>
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<td>Full Implementation</td>
<td>150</td>
<td>150</td>
<td>Research as envisioned</td>
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<td>Partial Implementation</td>
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<td>100</td>
<td>Reduce scope of research</td>
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<tr>
<td>Optimal Implementation</td>
<td>95</td>
<td>95</td>
<td>MTG activity only</td>
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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)
Highlights of Updated & Original Initiatives

Initiative 1 – Market Prioritization: Member Passion and Core Market

<table>
<thead>
<tr>
<th>Description</th>
<th>Updated SP Budget</th>
<th>Original Identified Budgets (x 1000)</th>
<th>Proposed Budgets (x 1000)</th>
<th>Actual (x 1000)</th>
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<tr>
<td>Optimal Implementation</td>
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<td>10/10</td>
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<table>
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<tr>
<td></td>
<td></td>
<td>Continue University presence (e.g., research journal)</td>
<td>Estimated Faculty &amp; student membership institutional subscription growth</td>
<td>Member content access, support of open access</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Member content access, limited open access</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Member content access only</td>
</tr>
</tbody>
</table>

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**


**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**


**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


<table>
<thead>
<tr>
<th>NEW Initiative 1D</th>
<th>ASHRAE.org Redesign and Brand-Oriented Marketing Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>2017–2018 Society Year</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$250,000 + $1,500/month ongoing maintenance</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>Vanita Gupta, Joslyn Ratcliff</td>
</tr>
<tr>
<td><strong>Revenue/Upside</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Responsible Party</strong></td>
<td>Marketing and ASHRAE Website Redesign Working Group / ExCom</td>
</tr>
</tbody>
</table>

* 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  

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)
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

<table>
<thead>
<tr>
<th>Description</th>
<th>Original Identified Budgets (x 1,000)</th>
<th>Proposed Budgets (x 1,000)</th>
<th>Actual (x 1,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owners &amp; Operators</td>
<td>Year 1, SPA for course development</td>
<td>25</td>
<td>0.6</td>
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<td></td>
<td>Full implementation</td>
<td>28</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Partial implementation</td>
<td>28</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Optimal implementation</td>
<td>28</td>
<td>30</td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th>2014 ASHRAE Strategic Plan Budget Summary</th>
<th>Original Identified Budgets (x 1000)</th>
<th>Proposed Budgets (x 1000)</th>
<th>Actual (x 1000)</th>
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<tr>
<td>Description</td>
<td>SP Budget</td>
<td>One</td>
<td>Proposed</td>
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<td>Courses for 3D</td>
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<td>14/15 16/17 18/19</td>
<td>14/15 16/17 18/19</td>
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<td>3D Courses for Chapters</td>
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<tr>
<td>Full Implementation</td>
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<td>20</td>
<td></td>
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<td>Partial Implementation</td>
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<td>100</td>
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<tr>
<td>Optimal Implementation</td>
<td></td>
<td>0</td>
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</tbody>
</table>

* 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.

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.


* 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).

* Costs will be updated at the end according to implementation scenario (SP Budget Update Worksheet.xlsx)
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)
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
Prudent approach by considering Optimal Implementations

“What have we spent and how much more do we need?”
<table>
<thead>
<tr>
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</thead>
<tbody>
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<td>15</td>
<td>15</td>
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<td>Full implementation</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
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<td>10</td>
</tr>
<tr>
<td>Global Chapter</td>
<td>Full implementation</td>
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<tr>
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<tr>
<td>University Influence</td>
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### 2014-2015 ASHRAE Strategic Plan Budget Summary

<table>
<thead>
<tr>
<th>J1A</th>
<th>J1B</th>
<th>J2A</th>
<th>J3A</th>
<th>J4A</th>
<th>J5A</th>
<th>J6A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>1B</td>
<td>2A</td>
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<td>3A</td>
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<td>14A</td>
<td>14B</td>
<td>15A</td>
<td>15B</td>
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</table>

### Key Budgets & Trends

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships</td>
<td>Full implementation</td>
</tr>
<tr>
<td>Global Chapters</td>
<td>Full implementation</td>
</tr>
</tbody>
</table>

### Associated Revenue

<table>
<thead>
<tr>
<th>J1A</th>
<th>J1B</th>
<th>J2A</th>
<th>J3A</th>
<th>J4A</th>
<th>J5A</th>
<th>J6A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>1B</td>
<td>2A</td>
<td>2B</td>
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<td>13B</td>
<td>14A</td>
<td>14B</td>
<td>15A</td>
<td>15B</td>
</tr>
</tbody>
</table>

### Full Support

- Full implementation
- Partial implementation
- Optimal implementation

### Associated Revenue

- Full implementation
- Partial implementation
- Optimal implementation

### Potential New Products

- Full implementation
- Partial implementation
- Optimal implementation

### Global Survey

- Full implementation
- Partial implementation
- Optimal implementation

### Curriculum Evaluation

- Full implementation
- Partial implementation
- Optimal implementation

### Costed Training

- Full implementation
- Partial implementation
- Optimal implementation

### Regional Offices & Conferences

- Full implementation
- Partial implementation
- Optimal implementation
### Totals

<table>
<thead>
<tr>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
<th>18/19</th>
</tr>
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<tbody>
<tr>
<td>$359</td>
<td>$790</td>
<td>$980</td>
<td>$0</td>
<td>$0</td>
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</table>

### One Time

<table>
<thead>
<tr>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
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</thead>
<tbody>
<tr>
<td>$180</td>
<td>$280</td>
<td>$158</td>
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</table>

### 2014-2016

Mainly for Global Training (Infrastructure in place for one (emerging) market)

### 2017-2019

Actual spent 2014-2017

Full Implementation

<table>
<thead>
<tr>
<th>Proposed budget for 2017-2019 (Full Implementation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500</td>
</tr>
</tbody>
</table>

Partial Implementation

<table>
<thead>
<tr>
<th>Proposed budget for 2017-2019 (Partial Implementation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$201</td>
</tr>
</tbody>
</table>

Optimal Implementation

<table>
<thead>
<tr>
<th>Proposed budget for 2017-2019 (Optimal Implementation) for a prudent approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>$980</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Estimated revenue for Partial Implementation (25% reduction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$980</td>
</tr>
</tbody>
</table>

Estimated round numbers

<table>
<thead>
<tr>
<th>Estimated revenue for Optimal Implementation (50% reduction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$490</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Submitted budgets for 2018-2019 (Final Implementation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$490</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Original Identified Budgets (x 1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$450</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Proposed Budgets (x 1000)</th>
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</thead>
<tbody>
<tr>
<td>$201</td>
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</table>

<table>
<thead>
<tr>
<th>Actual (x 1000)</th>
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<tbody>
<tr>
<td>$359</td>
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</table>
# ASHRAE Planning Committee Objectives (2016 – 2017)

## Chair: Costas Balaras

### MBO | Description | Responsibility | Due Date | Status | Comments/Updates
--- | --- | --- | --- | --- | ---
1 | Strategic Plan Implementation | SP Monitoring Subcommittee: Tim McGinn (Chair) Harrod, Keen, Leblanc, Poursharafeddin | Jan 17 (updated) Spring 17 (June 17) | Complete | ✓ Dashboard Report to the BOD (assess how close we are to implementing or completing the SP initiatives)
- Success stories; Issues/Problems (Continue support of Councils & Committees wrt SP)
- Recommendations to move forward next year

President TGW Letter to Planning 8/22:
- Determine the next step for the current Strategic Plan
- Areas / Priorities / Process for NEW SP, if appropriate

- CANCELLED (move to next SY)

2 | Society Global Community Plan | Global Community Subcommittee: Chris Gray (Chair) Bahnfleth, Chandrasekar, Charalambopoulos, Goodman, Isenbeck, Rakheja, Sultan | Jan 17 Full report in Las Vegas (June 17) | Complete | CLEARLY COMMUNICATE THE PROCESS & VALUE of the PLAN
- Document & Substantiate recommendations
- Update and incorporate new items/ideas, if necessary
- Develop a comprehensive plan, setup an actual program and budget, identify and launch pilot programs

President TGW Letter to Planning 8/22 (BOD AI 18-9 St Louis)
- Revisit last year’s available resources
- “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

President TGW Letter to Planning 8/22 (BOD AI 17-8 St Louis):
- Monitor progress with Website (Marketing), Marketing brand awareness (Marketing), Train the Trainer (PEC);
- Implementation Global Training—allocated $200k PLC budget for SY 16-17 (implemented in one geographic area—Educational Hub in Dubai); Continue to monitor progress

3 | PLC MOP & Reference Manual | Procedures Subcommittee: Michael Schwedler (Chair) Harrod, Rakheja, Keen | Jan 17 June 17 | Complete | ✓ Review governing documents; recommendations for necessary changes; Watch out for ROB (new version)
✓ Update/recommendation to change ROB 2.416.003.2
✓ PLC to update