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
March 29, 2017

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MINUTES

PLANNING COMMITTEE WEB MEETING
March 29, 2017

MEMBERS PRESENT:  Costas A. Balaras, Chair
James K. Vallort, Vice Chair
Dimitris Charalambopoulos
John L. Harrod
Karine Leblanc
Tim J. McGinn
Mick C. A. Schwedler (at very end of call)
Hassan A. Sultan
Ginger Scoggins, CO
Jeff H. Littleton, Executive VP
Steve Comstock, Staff Director

MEMBERS ABSENT:  Chris M. Gray
Julia A. Keen
Sarah Poursharafeddin
Ashish Rakheja
William P. Bahnfleth, Consultant
Narayanan S. Chandrasekar, Consultant
Jennifer Isenbeck, Consultant
Kenneth R. Goodman, Consultant

STAFF PRESENT:  Joyce Abrams
Vanita Gupta
Kim Mitchell
Claire Ramspeck
Joslyn Ratcliff
Mary Townsend
Claire Neme

CALL TO ORDER / OPENING COMMENTS

Chair Costas Balaras called the meeting to order at 10:01 am. Mr. Balaras noted that the purpose of this meeting is to review the draft mid-term update of the strategic plan.

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

Mr. Balaras called for approval of Planning Committee Minutes from the last two meetings on January 27, 2017 and February 7, 2017. Both sets of minutes were approved by consent agenda.
ANNOUNCEMENTS:

Mr. Balaras announced that President-Elect Olesen assigned six directors to liaison with Planning Committee. More assignments may be made in the future.

The Finance Committee meeting is scheduled for April 17. A first draft of relevant budget items that are being considered for the Strategic Plan update have been submitted as place holders in order to facilitate their work on the next Society Year budget. This will be further discussed later in the agenda. The Board will have a meeting with Finance Committee on May 1 and a mid-term update will be provided to Finance Committee and the Board for their consideration.

OLD BUSINESS

Action Items Update – January 27, 2017

3-5 Harrod/Vaughn Schedule meeting after Vegas to discuss initiative 1B-form MTG to develop the research project and create list of consulting engineering firms for BOD to visit. (this will be administered through Members Council-BOD will not visit firms but chapters will be engaged)- Ongoing

4-6 Harrod/Ramspeck Initiative 3C-Performance Based Standards; rewrite initiative. Standards has not begun work on this rewrite yet.- Ongoing.

6-6 Gupta/Marketing Dashboard-provide comments on metrics to quantify impact Assessment. Ongoing.

9 – 7 McGinn Identify the elements included in the 13.1% increase in volunteer Participation. Ongoing

Action Items Update – February 7, 2017

1 – 5 Balaras Request from Society to determine an appropriate process for Rolling out the SP update to councils and committees.-Ongoing

3 – 5 Harrod/Vaughn TC ad hoc report should be reviewed and tasks assigned.-Ongoing

8 – 6 SubC Chairs Organize your work and let Mr. Balaras know is anything is needed In order to meet the deadline of April 15. Ongoing.

Mr. Balaras noted that the revised Planning Committee MOP and Reference Manual are ready and will be distributed before the Long Beach meeting.

SUBCOMMITTEE REPORTS

(Tim McGinn)-SP Monitoring Subcommittee Midterm Update:

Mr. McGinn reported that only one of the three SP documents needs to be updated that is the Tool Kit. Mr. McGinn thanked Mr. Harrod for his comments on the tool kit and he asked the committee for any further input. He added that Mrs. Gupta will work with her team to differentiate the changes to the SP from previous documents. A link will be added to the original initiatives from the revised initiatives.

Highlights of Updated and Original Initiatives
Initiative 1 – Market Prioritization:

Updated Initiative 1A Drive Employer Support. 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. 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. 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 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

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 Owner/Operator Focus Groups. Time Frame: 2 years; Cost: $25k in 2017-18 for travel, facilities; $90k for course development. Staff: Steve Comstock; Responsible Party: MTG for Effective Building Operations


Initiative 3C Performance Based Standards. Time Frame: 1 year; Cost: $10k for transportation; Staff: Stephanie Reiniche; Responsible Party: Tech Council.

Initiative 3D Develop a technical course program that can be distributed through ASHRAE chapters. Time Frame: 4 years for multiple programs; Updated Cost: $175k for
ASHRAE’s Role in the Global community

Update: Initiatives 4A and 4B have been completed and represent the first actions under Initiative 4. Expanded Initiatives 4C-4F 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 (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
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. Technical oversight committees $40k per year for mature market and $40k per year for emerging market; Targeted Enterprise involvement: $10k per year. Staff: Jeff Littleton; Responsible Party: Members Council.

Initiative 4E

Initiative 5
ASHRAE’s Role in the Residential Sector

Initiative 5A

Mr. Balaras thanked Mr. McGinn for the excellent update. He pointed out that an updated budget will need to be sent to Finance Committee to support the initiatives. Prioritizing them will be necessary based on Ms. Scoggins suggestion that it would be difficult for the Board to approve the proposed $2.7 million. She asked how much of the current budget has been spent to date. Mr. McGinn pointed out that unfortunately it has not been possible for PLC to track how much has already been spent due to the ongoing Society’s budget/expense monitoring processes. Mr. Comstock suggested to work with Craig Wright on the initiatives cost spreadsheet to determine what has already been spent and what is left. Mr. Comstock pointed out that if the funds are not spent in this society year, they will be reallocated to some other purpose.

Mr. Littleton reminded the group that the $200k for Global Training (4C) should be spent wisely this year or possibly carried over into the next Society year. He added that Finance must break even on a rolling three year average expenditure. This will limit how much can be spent in one fiscal year. He pointed out the $1.1 million allocated to initiative 4D is very aggressive and we may have other less expensive options we could consider for the two regional offices, such as using a local association management firm or contract help. He volunteered to work with the subcommittee to review how we could save
money on this initiative. He felt the update report should go to the Board for their consideration. If the Board thinks it is too much to spend in two years, PLC could recommend prioritizing the initiatives.

Mr. Balaras added that PLC has progressively prioritized the various new sub-initiatives and this is reflected in the numerical order that they are presented.

Mr. Balaras asked Mr. Littleton if the only issue with the mid-term update is the high costs involved; and whether the initiatives themselves were on the right track.

Mr. McGinn suggested paring down costs by $25% or 50% by adapting the nature of the initiatives or eliminating and or delaying some of them. He asked if at this point, another PLC member could take over this project. Mr. Balaras agreed that PLC leadership will assist.

Mr. Littleton offered to work with Craig Wright to provide the current year forecast; the budget for the next three years and add the costs of the SP midterm update to get an idea of what is needed. He promised to have this complete by next Monday. Mr. Balaras asked Mr. Vallort to assist with this process using Mr. Littleton’s input and collaborate with staff to prepare alternative scenarios.

Mr. McGinn reported that of the outcomes and measures reflected in the dashboard, only two are easily measurable. The others are not. He suggested we use this as a lesson learned for the next SP to be sure we use only those metrics that are actually measurable.

Mr. McGinn will send Mr. Balaras a progress report to be considered as information for the membership on what has been achieved over the last three years by the SP implementation.

**NEXT MEETING**

Mr. Balaras announced that there will be a PLC web-meeting prior to Long Beach; staff will circulate a Doodle poll to schedule it. In Long-Beach, a room will be reserved for sub-committee meetings on Friday at 11:00am. Mr. Gray will have to assign someone to lead his subcommittee meeting since he will be unable to make the meeting on time. Mr. Schwedler and Mr. McGinn have agreed to attend.

**ADJOURNMENT**

Mr. Balaras thanked all PLC members and staff. Mr. Schwedler made the motion and it was seconded and the meeting was adjourned at 11:41 am.

Respectfully submitted,

Mary Dean Townsend, Secretary

Distribution: Board of Directors
Planning Committee