Note: These minutes were approved by the Planning Committee on January 11, 2017 and are now the official record of the meeting.
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**November 23, 2016**

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### ACTION ITEMS

**Planning Committee Meeting**  
**November 23, 2016**

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<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>McGinn</td>
<td>Work on Dashboard Report to the BOD on strategic planning.</td>
<td>ongoing</td>
</tr>
<tr>
<td>2 - 4</td>
<td>Gray</td>
<td>Give Marketing Staff feedback about providing professional help for the interface of the website; ideas on developing proof of concept.</td>
<td>ongoing</td>
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<tr>
<td>3 - 4</td>
<td>Subcommittee Chairs</td>
<td>Notify PLC members when meetings are scheduled so they may attend if possible.</td>
<td>ongoing</td>
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<tr>
<td>4 – 4</td>
<td>Neme</td>
<td>Send a Doodle Poll to schedule the next PLC conference call – January 9, 2017</td>
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<tr>
<td>5 - 5</td>
<td>McGinn</td>
<td>Arrange a conference call with Ms. Scoggins (CO) and invite PLC leadership to discuss progress with the current SP and path forward for 2017-18</td>
<td></td>
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<tr>
<td>6 - 5</td>
<td>Neme</td>
<td>Send PLC members an update invitation to PLC Basecamp to remind them to review documents posted there.</td>
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<tr>
<td>7 - 5</td>
<td>Gray</td>
<td>Remove the BOD action item that indicates the PLC budget will pay for the website upgrade</td>
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<tr>
<td>8 - 6</td>
<td>Gray</td>
<td>Over the next 3 weeks, submit subcommittee’s recommendations on the Board AIs; Chair will then circulate Letter Ballots for PLC to vote.</td>
<td></td>
</tr>
<tr>
<td>9 - 7</td>
<td>Gray</td>
<td>Include actions and recommended approach to non-members in a mature market.</td>
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<tr>
<td>10 - 7</td>
<td>PLC Members</td>
<td>Read the 2015-16 PLC Global Subcommittee report for background information and identify the most important items.</td>
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<tr>
<td>11 - 7</td>
<td>Gray</td>
<td>Prepare a first draft report for reporting to the Board for PLC discussion and consideration during the next PLC web meeting</td>
<td></td>
</tr>
<tr>
<td>12 -7</td>
<td>PLC Members</td>
<td>Review the Optional Key Initiatives report and email Steve Comstock and Chris Gray any items that are missing from the list by Monday November 28 at 8:00 am EST.</td>
<td></td>
</tr>
<tr>
<td>13 - 7</td>
<td>Comstock</td>
<td>Create a Survey Monkey to send to PLC so they can rank the top five initiatives; results will be communicated to Chris Gray.</td>
<td></td>
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<tr>
<td>14 - 7</td>
<td>Schwedler</td>
<td>Send proposed revisions of the PLC governing documents to PLC for review by early January</td>
<td></td>
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<tr>
<td>15 - 8</td>
<td>PLC Members</td>
<td>Watch out for a letter ballot(s) from Global Community Subcommittee before Christmas.</td>
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MINUTES

PLANNING COMMITTEE WEB MEETING
November 23, 2016

MEMBERS PRESENT: Costas A. Balaras, Chair
James K. Vallort, Vice Chair
Dimitris Charalambopoulos
Chris M. Gray
John L. Harrod
Julia A. Keen
Karine Leblanc
Tim J. McGinn
Sarah Poursharafeddin
Mick C. A. Schwedler
Hassan A. Sultan
Bill Bahnfleth, Consultant.
Jeff Littleton, Executive V.P.
Ginger Scoggins, CO
Steve Comstock, Staff Director

MEMBERS ABSENT: Ashish Rakheja
Narayanan S. Chandrasekar, Consultant
Kenneth R. Goodman, Consultant
Jennifer Isenbeck, Consultant

STAFF PRESENT: Claire Neme

CALL TO ORDER/OPENING COMMENTS

A technical problem occurred with the original web meeting link and a new link was circulated to all participants. After some initial problems connecting to the audio, all were able to join. Future web meetings will also include call in numbers for participants in the U.S.

Chair Costas Balaras called the meeting to order at 10:02 am. He welcomed the PLC members and staff. A quorum was present. Mr. Balaras reminded everyone of ASHRAE’s Code of Ethics to be followed during all PLC meetings. He pointed out that a link to the Planning Committee Rule of the Board and the PLC roster and subcommittee list was included in the agenda for committee members’ reference.

Roll Call

Mr Balaras asked staff to have roll call of members. A quorum of voting members were present.

REVIEW OF THE AGENDA

The latest version of the draft agenda was circulated on November 11 with an attachment under Announcements, item 4a – ASHRAE and CIBSE; and some documents were also circulated on November 21 from the Global Community Subcommittee that will be presented and discussed under item 6b. All were in agreement that there were no further changes and the agenda was approved.

Reminder of the Voting Rule: Mr. Balaras reminded PLC members that a quorum is 50% of the voting members of the committee; and all matters shall be decided by a majority of those voting. Also, that letter ballots require a majority of the voting membership to cast an affirmative vote and when speaking about an issue/motion, state if you are speaking FOR or AGAINST the issue or motion.
APPROVAL OF MINUTES

The October 11, 2016 PLC web meeting minutes were circulated on October 19th. Mr Balaras thanked Claire Neme for putting the minutes together and getting them out well in advance. Some minor editorial edits were made to the version circulated on November 10th, along with the agenda. No other comments received.

Mr. Balaras called for a motion to approve the October 11, 2016 PLC web meeting minutes. Mr. Vallort moved and it was seconded

1 that the minutes of the October 11, 2016 Planning Committee web meeting be approved as presented.

MOTION 1 PASSED (UVV–CNV).

Mr. Balaras pointed out that attachments may be considered confidential and should not be circulated outside of PLC or the Board of Directors.

ANNOUNCEMENTS

Mr Balaras informed members that ASHRAE and CIBSE have signed a strategic partnership agreement. This agreement follows four decades of collaboration. The purpose is to provide a framework for the two organizations to leverage each other’s strengths to accomplish goals which best serve their respective members, the profession and society. This is an action in the spirit of global collaboration with the basic tenets of the agreement outlined in Attachment 1-CIBSE ASHRAE SPA FAQ.pdf. Mr. Balaras pointed out that the Global Community Subcommittee should consider the tenets of the agreement in their work.

European Region

Ms. Scoggins reported that Members Council is holding discussions and considering a path forward for an ASHRAE European Region. She added that the Region-at-Large has expressed their desires about this topic and are working on a report that soon will come to the Board. Mr Balaras also noted that a new European member survey by an RAL Ad Hoc closed on November 17.

OLD BUSINESS

Action Items Update

1 – 4 McGinn. Ongoing. Work on Dashboard Report to the BOD on Strategic Planning. Mr. McGinn indicated a draft of the Dashboard was posted on the website and updates to the draft are continuing to be received. The final draft will roll out soon.

2 - 8 Global Community Subcommittee. Ongoing. Give Marketing staff feedback about providing professional help for the interface of the website and ideas on developing proof of concept. Mr. Gray reported this is ongoing and the subcommittee will continue to work with Marketing in the coming weeks.

4 - 9 Subcommittee chairs. Ongoing. Notify PLC members when subcommittee meetings are scheduled so they may participate if possible.

5 – 9 PLC Members. Complete. John Harrod has volunteered to work with Mr. Schwedler on updating the PLC Reference Manual. This item is complete.

6 – 9 Neme. Send Doodle polls for November 23, 2016 and January 9, 2017 web calls. The Poll to schedule the January 9 web meeting is ongoing.

SUBCOMMITTEE REPORTS

SP (Strategic Plan) Monitoring – McGinn
Mr. McGinn reported that the SP Monitoring Subcommittee met on October 31; they are updating progress from Councils/Committees; well advanced with Global Initiative 4A (complete) and Initiative 4B; a new track document is posted on the PLC Basecamp site; he thanked Julia Keen and Karine Leblanc for posting their updates; the Dashboard draft is also posted and updates are ongoing for PLC to review; there is not much progress in the Applied Product Development; the role in residential is 25% complete; in the track initiatives of the SP, three out of the six outcomes are measurable; the other three are qualitative instead of quantitative which is difficult to measure (e.g. some Councils/Committees have completed their action items in the SP, but not yet implemented by the assigned committees). Mr. McGinn pointed out the need to meet with the Coordinating Officer to determine whether the 5-year SP horizon still acceptable. An update to the SP will need to be presented in Long Beach. Each initiative will need to be evaluated to determine whether or not it is still relevant. He indicated there is a need to work with Chris Gray on where to go with the Global Plan recommendations. The work on initiating planning for the next SP will require clarification on how the current plan was developed so we can resurrect the process for a new SP. Mr. McGinn asked Mr. Balaras for his help.

Mr. Balaras clarified that for the SP evolution, the goal is to start thinking of the future SP needs and the areas of priorities for the SP evolution, but it is not foreseen to develop a new SP this year. The emphasis is on whether there is a need for a new SP, provide some recommendations with new priority areas for consideration, and whether there is a need to initiate a new process, which may then require external expertise. Mr. McGinn requested that some time be allocated during the PLC meeting in Las Vegas for brainstorming on hot future issues/topics/areas/directions for the evolution of the SP.

Mr. Balaras asked Mr. McGinn to setup a conference call to discuss some ideas with Ms. Scoggins (CO) and also invite PLC leadership to join, in order to discuss progress with the current SP and how to move forward for 2017-18 Society year.

Mr. McGinn added that the Development Committee did a study on capital campaign possibilities; one recommendation from the committee was that the case statement should be aligned to the SP.

Mr. Balaras asked staff to resend the invitation notice to the PLC Basecamp site to all PLC members to be sure they have access to the documents posted there.

**Global Community Subcommittee – Gray**

Mr. Gray reported they are finalizing the BOD action items; input was received from PubEd Council and Marketing on recommendations that are being considered for implementation under the $200k budget allocated to PLC. Ms. Scoggins added that ExCom discussed this issue and feels the update of the website should not come from the PLC budget, but that PLC should have an oversight on how the website may become more global. ExCom further agreed that translations into other languages are housed under the regions and they should cover the costs of that area.

Mr. Gray agreed and was prepared to recommend that PLC provide guidance for redesign of the web site but the actual redesign should not come from the PLC budget. Therefore the BOD AI indicating PLC should cover the cost of the website content improvement should be removed.

The Global Community Subcommittee is working on how to add Train the Trainer, marketing brand recognition; and working with marketing to identify a global brand for member and non-members. All documents on the website need the current ASHRAE logo. Weekly sweeps over the next year to edit documents will identify areas that need updating. A feedback button geared to non-members will be added to the website. A survey will be developed of European and Middle East members and non-members; Real Magnet will be utilized to segment the email database. Mr. Gray indicated he will work on the revised recommendations and send a report to PLC for review.

Mr Charalambopoulos suggested PLC should follow up with what Marketing is doing. Marketing should work with PLC to discuss how they intend to implement the new concept; focus should be on younger engineers using a new, fresh look; keep focus on international improvements; be nimble and fast in developing the site; it is important to promote the Train the Trainer portion to the regions.

Mr. Schwedler added that we should not forget Region XIII and South America – don’t leave them out.
Mr. Balaras pointed out that the two areas (Europe and Middle East) are only used as examples of Mature and Emerging markets. This does not exclude any geographical areas and the objective is that the overarching recommendations will be applicable and could be replicated to any other part of the world. He asked Mr. Gray if his subcommittee is ready to make a recommendation. Mr. Gray indicated no final recommendations are ready yet; they are still working with Marketing. Over the next three weeks, Mr. Gray will circulate the final recommendations from the Global Community Subcommittee and Mr Balaras will circulate a letter ballot to PLC.

ASHRAE’s Globalized Training Initiative- Global Community Report

Mr. Gray reported:

Globalized Training Initiative - The subcommittee worked with Mr. Comstock; multiple activities under one initiative to provide skilled trainers for areas; adapt trainers and our products to needs of the area.

Opportunities in Mature Markets – Europe is an example because of opportunities that exist there. Last year’s research indicates that strong member loyalty exists there as well as agencies with potential collaboration opportunities; the customer base is strong (more than 2,000 members across Europe).

PEC is pursuing the following steps to implement the training initiative in Europe:
- Create team of 6 members representing design, supplier and user communities to identify Instructor lead training topics relevant for Europe from ASHRAE training inventory.
- Leverage recent ASHRAE/CIBSE strategic partnership agreement
- Modify courses as needed; include European case studies and reference to European regulations.
- Look at developing courses with ASHRAE chapters and kindred societies
- Identify European-based instructors
- Identify four locations where courses could be presented in cooperation with chapters, sections or kindred societies.
- Pilot course with experienced and new presenters (initial effort is the 3-day HVAC Design Fundamentals training with a Northern European and a Southern European trainer to be paired with an experienced North American trainer. These will be key pool to reinforce DL program in those areas.
- Increase web presence engaging non-members and identify appropriate topics for area

Opportunities in Emerging Markets – Middle East is an example; follow a similar approach but with a distinct difference, i.e. establish a training center in Dubai

Mr Gray pointed out the differences in Emerging and Mature markets. There is no established market in an emerging market (i.e., Middle East). Based on last year’s research, PEC is pursuing the following steps:
- Establish an easily accessible ASHRAE branded training center in a government facility in Dubai
- Use part-time staff
- Adapt ASHRAE course and create team of 6 members from Middle East
- Pilot course with experienced new presenters; include a feedback mechanism
- Utilize sponsorship opportunities (for training materials, courses, etc.)

Fiscal Impact: $185k for both areas. (60% for Middle East; 40% for Europe). Revenue will lag behind costs. After one year, self-funding is the goal (courses will produce revenue)

Timeline: The pilot will be done by June 2017. Rollout will be 2017-18 FY; by end of 2017-18, plan is for it to be self funded.

Mr. Charalambopoulos asked Mr. Gray for an opportunity to discuss the above information. The concept for a local office center and physical presence is a key to success. If RAL is split into 2 or 3 new regions, PLC will need to consider this and take care to create sustainable regions. India, Pakistan, Sri Lanka have a great deal of space. We need to consider a local office infrastructure for all regions. Training programs are not yet flexible and adaptable to local needs. The European region can relate to the
Mediterranean area. He suggested the Middle East should be considered a “mature” market. We need to discuss where the headquarters should be located.

Mrs. Keen asked if the $185k includes staff resources, logistics. Mr. Comstock indicated it included direct costs; not including staff costs. The Middle East concept (i.e. establishing a local office) offers an advantage because it removes this burden.

Mr. Balaras pointed out there was no clear consideration in the approach presented for non-members in the mature market in Mr. Gray’s report. Mr. Gray agreed to add that item to his report.


Mr. Gray: The MCI research and report is only a piece of the available data. All information we have will be utilized to define steps to implement a global strategy to address ASHRAE’s vision:
- What are overarching goals to reach our vision?
- PLC members were asked to read the 2015-16 PLC Global Subcommittee report (refer to the October 11, 2016 PLC web meeting minutes) for more background information and identify the most important areas.

Mr. Balaras asked whether this list has been discussed or prioritized by the subcommittee. Mr. Gray responded that this list of initiatives has not yet been elaborated by his subcommittee. Mr. Balaras underlined the need to watch out for the inherent complexity and complementarity of individual recommendations with each other. These should be clearly identified, since they are integral elements of the big picture (a comprehensive Global Plan); although it is logical to prioritize since it may not be possible to implement everything at the same time, it is critical to minimize the risk of isolating specific actions and extracting them out as stand-alone actions. The overarching goals, overall global strategy and the specific recommendations that are integral elements of the big picture should be clear and prioritized in a logical sequence that can all be progressively implemented.

Mr. Balaras requested from the Global Community Subcommittee to prepare a first draft report of what will be presented to the Board in Las Vegas with a clear path forward (including an overview of what has been done, where we are and where we wish to go), i.e. a plan that draws the big picture; this can be enriched with the specific recommendations (in some detail) that will probably need to be flushed out as we progress.

Over the next weeks, Mr. Gray will work with his subcommittee to prepare a first draft and a report to be presented for PLC discussion and consideration during the next PLC web meeting.

Review the Optional Key Initiatives suggestions on what we need to do to achieve our vision. If anything is missing in the initiatives, PLC members are asked to send Steve Comstock and Chris Gray what should be added by Monday November 28 at 8:00 am EST.

Mr. Comstock will prepare a survey monkey to send to PLC members so they can rank the top five key initiatives in order of priority; survey results will be considered by the Global Community Subcommittee in order to prepare their recommendations for PLC to consider at the next PLC web meeting.

Procedures Subcommittee - Schwedler

Mr. Schwedler reported that he reviewed the PLC Reference Manual. Mr Harrod has volunteered to assist. The history of the SP needs to be added to the manual. Mr. Schwedler agreed to address implementation of the SP in the Reference Manual. He will work on proposed revisions of the various PLC governing documents and will send a draft documents with the recommendations to PLC for review prior to Las Vegas (e.g. early January).

FUTURE MEETINGS

Mr. Balaras reminded subcommittee chairs, at their discretion, to let PLC members know when they schedule their meetings. He asked Ms. Neme to send a Doodle poll to schedule the next PLC web meeting in early January 2017. The next PLC face to face meeting is January 27, 2017 in Las Vegas.
The Global Community Subcommittee may meet a few hours prior, if there is a need, but members will be notified by Chris Gray in due time. Mr. Balaras reminded everyone to look for a letter ballot from the Global Community Subcommittee before Christmas. He complemented the subcommittees for their good work.

ADJOURNMENT

Mr. Balaras thanked all PLC members and staff for their time. The meeting was adjourned at 11:50 am.

Respectfully submitted,

Mary Dean Townsend, Secretary

(NOTE: Attachments contain confidential information and are not attached here.)

Distribution: Board of Directors
Planning Committee