Note: These draft minutes have not been approved and are not the official, approved record until approved by the Planning Committee.
TABLE OF CONTENTS
Planning Committee Meeting
January 23, 2015

CALL TO ORDER ........................................................................................................... 1
REVIEW OF AGENDA ................................................................................................. 2
APPROVAL OF MINUTES .......................................................................................... 2
BREAKOUT SESSIONS ................................................................................................. 2
ADJOURNMENT ............................................................................................................. 3
<table>
<thead>
<tr>
<th>No. - Pg.</th>
<th>Motion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - 3</td>
<td>Increase the amount budgeted for the Strategic Plan Initiative 4b from $100,000 to $200,000 and allow PLC to make the final consultant selection.</td>
</tr>
<tr>
<td>3 - 4</td>
<td>to launch the Global Initiatives survey (according to the ASHRAE Strategic Plan) to ASHRAE members outside North America and Canada.</td>
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</table>
### ACTION ITEMS
Planning Committee Meeting
Chicago, IL
January 23, 2015

<table>
<thead>
<tr>
<th>No. - Pg.</th>
<th>Responsibility</th>
<th>Summary of Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 3</td>
<td>Balaras</td>
<td>After some editorial changes, recommend to PLC that we proceed with the member survey conducted by a consultant.</td>
<td></td>
</tr>
<tr>
<td>2 - 3</td>
<td>Scoggins</td>
<td>Present the Strategic Plan Subcommittee implementation report to the BOD on Wednesday</td>
<td></td>
</tr>
</tbody>
</table>
MINUTES

PLANNING COMMITTEE MEETING
January 23, 2015
1:00-6:00 PM

MEMBERS PRESENT: Hugh F. Crowther, Chair
Dennis J. Wessel, Vice Chair
Costas A. Balaras
Darryl K. Boyce
Walid Chakroun
Chris M. Gray
John L. Harrod
Ben A. Leppard
Tim McGinn
Daniel C. Pettway
Matt C. Rowe
M. Ginger Scoggins
Edward K. C. Tsui
William, P. Bahnfleth, Consultant
Farooq Mehboob, Consultant
Dimitris Charalambopoulos, Consultant
Ashish Rakheja, Consultant
Timothy G. Wentz, CO
Jeff Littleton, NVM, Executive Vice President
Joyce Abrams, NVM, Staff Director

MEMBERS ABSENT: Ross Montgomery, Consultant

STAFF PRESENT: Steve Comstock
Vanita Gupta
Mary Dean. Townsend
Claire Neme

GUESTS PRESENT: Richard Rooley, Presidential Member
Peter Turner, MCI Representative
Jeron Ranliempc, MCI Representative
Mark Fly, DAL
Kevin Marple, DRC
Mark Miller, DRC
Russell Lavitt, Region XI
David Underwood, President-Elect
Samir Traboulsi, Member, CEC
Frank Mills, Mbr., PubEd Council
Thomas Phoenix, ASHRAE President
Nikos Kourokos, Hellenic Navy
Bjarne Olesen, VP
Lee Millies, Mbr., Finance Committee
Kirk Mescher, DAL
Dan Int-Hout, DAL
Nohad Boudani, RMCR, RAL
Maya Ayoub, Leadership Program-RAL

CALL TO ORDER

Chair Hugh Crowther called the meeting to order at 1:00 pm. He welcomed the PLC members and guests. A quorum was present.
AGENDA APPROVAL:

Mr. Crowther asked if there were changes to the agenda. The agenda was approved as presented.

MINUTES APPROVAL:

Mr. Crowther asked if there were additions or deletions to the December 19, 2014 PLC conference call minutes. Mr. Wessel made the motion and it was seconded.

MOTION 1:

that the minutes from the December 19, 2014 PLC conference call be approved.

MOTION 1 APPROVED UVV CNV

BREAKOUT SESSIONS

The Strategic Plan Implementation Subcommittee led by Ginger Scoggins moved to a breakout room to discuss the work of the subcommittee and finalize a report for the BOD. The Global Strategy Subcommittee led by Costas Balaras remained in the room and presented an update on the work of the subcommittee. Both groups will return to the same room for a presentation by MCI.

Global Initiative Proposal Overview (Attachment A)

Mr. Balaras presented an update on the Global Strategy initiative. Three firms were invited to submit a proposal: MCI, GlobalStrat and Kellen. Two firms responded with proposals, MCI and GlobalStrat. Two meetings were held with MCI to review ASHRAE’s global performance to date. See Attachment A for the Global Initiative Proposal Overview report presented to PLC by Mr. Balaras.

Strategic Plan Initiative 4A. A survey of members will be developed and finalized to be presented to the BOD and launched in early spring.

Strategic Plan Initiative 4B. A consultant’s expertise will be needed for this initiative. MCI will present their services to the full PLC for their input. If enough information is received, PLC may recommend a consultant to implement 4B. Mr. Balaras indicated there is no long-term commitment at the present time with any consultant.

Comments from PLC after the Global Initiative Proposal was presented:

Richard Rooley: The survey presented was not nation-specific and does not fully address the initiative IV; also the terms of reference are confusing.

Faroq Mehboob: Was an RFP completed? Mr. Balaras responded “no, not yet” but we will come back and have an RFP later”.

Steve Comstock: All three firms worked using our strategic plan and provided three planning briefs from last year’s PLC work.

Costas Balaras: Funding is earmarked in the budget - $100K for 4A; $15K for 4B.

David Underwood: We are a grassroots organization; doesn’t this take away from grassroots?

Costas Balaras: We emphasized to the firms the importance of our being grassroots.

Ashish Rakheja: The approaches of MCI and GlobalStrat are very different; with MCI reaching wider into the global arena than GlobalStrat.
Initiative 4A Survey (Attachment B – slide 9)

Mr. Balaras presented elements of the survey:
- Determine member preferences
- Email the survey to be member focused
- Questions should be relevant and lead to conclusions that are attainable
- Open ended questions are not feasible
- Survey is heavily weighted towards products and services
- Identify member’s perceptions (coordinate with RAL surveys)

Richard Rooley: the risk is that the survey may have separate bits with little or no adhesion. It is difficult to see how it fits across all of ASHRAE. Differences exist in standards in Europe and USA; differences exist in codes versus standards. Survey is great for individual member. It will be a snapshot of how members rate our publications; could be sorted by country.

Bjarne Olesen: will non-members be part of the survey?

Steve Comstock: No. There would need to be different questions developed for non-members. For now, only members will be part of the survey.

After further discussion about the survey, Mr. Balaras asked if the PLC subcommittee should recommend to PLC to proceed with the survey of members with some editorial revisions that will be made. All were in agreement that the Global subcommittee would recommend proceeding with the survey.

Strategic Plan Update (Attachment C)

Ms. Scoggins reported that council chair reports were added to the summary sheet and MBOs were established. Ad hoc committees were formed and a report will be given to the BOD on Wednesday. (Note: This report was attached to the minutes (Attachment C) after it was presented to the BOD on Wednesday)

Presentation by MCI (Attachment D)

Peter Turner and Jeron Vanliempc of MCI presented their proposal to PLC.
- The ASHRAE Strategic Plan will be our guide to understand ASHRAE’s business
- What makes globally growing US associations effective?
- Proposal includes – market prioritization; market intelligence, customer insight, strategic, financial, business and operational model. Business activation, plan development and launch
- Revenue sharing on the part of MCI would require a three year contract.

After MCI completed its presentation, PLC resumed its meeting. Mr. Crowther indicated we had $100,000 budgeted but MCI’s bill increased this to $185,000. Two regions would be included in the survey.

After further discussion, Mr. Boyce made the motion and it was seconded

MOTION 2:

to increase the amount budgeted for the Strategic Plan Initiative 4b from $100,000 to $200,000 and allow PLC to make the final consultant selection.

Background:

PLC, working with staff, has received three proposals from consultants to develop a strategy to improve the experience of our global members. PLC requires more time to make the final decision. The leading candidate is MCI (who will make a presentation to the BOD.). However MCI has the highest price. PLC will complete its analysis and report the selection to the BOD by the February BOD teleconference.
The initial amount ($100,000) was established by the Planning Committee during the development of the Strategic Plan. The amount was not based on a request for proposal. Now that the proposals are in, PLC is recommending that the budget be increased so that the best value for money proposal can be selected.

**Fiscal Impact:**

$100,000 increase to the initial $100,000 budget item that is included in the 2014-15 budget. Note, the additional funds will likely be paid out in FY15-16.

**MOTION 2 PASSED: UVV, CNV**

After further discussion, Mr Balaras made the motion and it was seconded

**MOTION 3:**

 to launch the Global Initiatives survey (according to the ASHRAE Strategic Plan) to ASHRAE members outside North America and Canada.

**MOTION 3 PASSED: UVV, CNV**

**ADJOURNMENT**

The meeting adjourned at 5:30 pm

Respectfully submitted,

Mary Dean Townsend, Secretary

/\cn

**Attachment:**
A. Global Initiative Proposal Overview
B. Initiative 4A Survey - slide 9)
C. Strategic Plan Update
D. Presentation by MCI
E. PLC Report to the BOD

**Distribution:**
Board of Directors
Planning Committee
INTRODUCTION

Three firms have been invited to submit proposals to assist ASHRAE in its quest to better serve the global marketplace for Society services and products.  
  MCI  
  GlobalStrat  
  Kellen

Each firm was provided with the Strategic Planning Briefs prepared by the Planning Committee in June 2014.  To date, two firms have responded with proposals:  MCI and Global Strat.  In addition to working from the Strategic Planning Briefs, two meetings have been held with MCI to review ASHRAE global performance to date.  MCI also made several requests for additional sales information which has been provided to them.

OVERVIEW

GlobalStrat is a global strategies consulting firm that helps associations successfully compete in international markets.  It is a small firm that provides consulting services only with offices in Zurich and Washington.  It is headed by Terrance Barkan, who formerly owned an Association Management Company (AMC) with multiple offices around the world.

MCI helps businesses and associations across Europe, the Americas, Asia-Pacific, and India, the Middle East and Africa (IMEA) to unlock their potential and deliver real change on a global scale.  An important part of their business is to serve as an Association Management Company, relying on market research to recommend how products and services can be reshaped to meet international market potential.  Its services go beyond advising to provide locally based infrastructures to achieve desired business objectives.  MCI’s headquarters are in Geneva, Switzerland and it employs 1,600 individuals in 57 cities and 30 countries e.  When providing business operations for associations, its employees act as if they employees of the association MCI represents.

Kellen is similar to MCI in that it is an Association Management Company.  It is different from MCI in that it is focused on the association market but it does focus on reaching global markets.

THE PROPOSALS

As noted, to date proposals have been received from GlobalStrat and MCI.  Kellen is expected to submit a proposal to the Chicago Winter Conference, however, Kellen was slow in responding to a request for a proposal and has not asked substantive questions.  It is not expected that Kellen will be a strong contender for the work.

The major distinction between the service offerings of GlobalStrat and MCI is that GlobalStrat’s services are restricted to consulting.  It guides clients on selecting paths for international growth, including whether sustained growth can be accomplished internally by the association staff and volunteers or through third party service providers (such as AMCs).  MCI works with its clients to put a business model
in place that will yield success for the client and MCI, as its “feet on the ground” presence and business partner.

**GlobalStrat**

The GlobalStrat Proposal is attached.

**Methodology:** GlobalStrat uses a consistent, structured approach it calls the “Association Globalization Strategies Framework.” This considers strategic, cultural, people, market and technology issues, accessing internal strengths within various international markets.

**Scope:** GlobalStrat will conduct broad, secondary market research for ASHRAE looking at world markets to determine where the best opportunities lie. Based on the research, it will prepare a business plan to include the recommended business model(s) and priority markets.

**Objectives:** In accordance with ASHRAE's Initiative #4 in the current Strategic Plan, GlobalStrat will identify opportunities for international growth and develop a plan for implementation, including 3 year budget forecasts. Specifically:

1. Conduct a detailed analysis of the needs of ASHRAE’s global members and opportunities to work with organizations outside North America.
2. Provide advice and guidance on global best practices and help ASHRAE to develop an approach to serve its members in the global community.
3. Determine the potential demand for the profitable and sustainable sale of continuing education and professional development offerings outside the United States.
4. Identify other products and services that ASHRAE offers that may be successfully and sustainably delivered to international markets, including but not limited to membership, education, live events, credentials, certificates and publications.
5. Identify and profile direct competitors to ASHRAE in the most important international markets.
6. Make a recommendation that includes the products and services to be offered, which markets will be addressed and a business plan with 3 year forecast budget for the potential implementation by ASHRAE staff.

**Milestones:** GlobalStrat will:

1. Facilitate an in-house workshop to define the objectives of the potential global business strategy, review constraints, and identify core customer segments and stakeholders. Includes a review of alternative international business models with a discussion of the pro’s and con’s of the different models. Includes defining success metrics for ASHRAE globally. (Available to start from 15 January 2015).
2. Face to Face meeting with senior project managers on dates to be agreed at ASHRAE Headquarters.
3. Written report with findings and initial recommendations delivered not later than 10 days following the in-person meeting.
4. Global market study (secondary research; opportunities and competitor mapping).
5. Conduct analysis and draft reports with specific recommendations. Initial business plan outline delivered by 31 March 2015.
6. Provide feedback and coaching to the ASHRAE staff to develop their capacity to run the international strategy internally and/or to manage external resources as required.
7. Craft an international strategy framework and detailed business plan with recommended business models using the GlobalStrat international strategy development process framework. The business plan would include a three (3) year budget projection. Delivery no later than 30 June 2015.

Business Plan Composition: GlobalStrat develops detailed three year business plans highlighting milestones and stressing financial performance (i.e. budgets, sales forecast, monthly cash flow and revenue projection) that would map to the business strategic approach. The business plan would include all of the information captured to date in summarized form, include the strategic approach, and then go further to identify specifically the resources required (financial and human) and revenue generated through the implementation of the plan over a period of three years. The reports from GlobalStrat will include recommendations on available implementation options and include relative advantages and disadvantages of each approach. GlobalStrat provides senior staff leadership with advice and input as ASHRAE develops its internal plans and budgets.

MCI

Methodology: MCI sees the world of associations as follows:
- What products/services does an association offer that are relevant in a country/region?
- What will customers pay in the country/region?
- How can the association deliver products/services?
- Who are potential partners and competitors?
- What are the needs and pain points (what is local solution)?

Scope: The MCI proposal is to lead ASHRAE’s efforts to find answers to those questions and put an infrastructure in place to produce the desired results. This includes extensive research into member needs and desires, competitive environment, and identification of a business plan to capitalize on opportunities. MCI will review ASHRAE current business practices; identify opportunities to strengthen service and support for members; analyze products to have then align with needs in other regions/countries.

Objectives: Specific questions to be answered are:
1. What are the business drivers behind local demand?
2. How to better leverage ASHRAE standards for building product and membership sales?
3. What are the education and training needs of prospects & members?
4. Which local organizations targeting the ASHRAE community are providing built environment products and services?
5. Compete in red oceans or focus on blue ocean markets?
6. How is the ASHRAE value proposition perceived?
7. What are locally relevant member benefits that would support strong and reliable member acquisition?
8. What are the service and price-point expectations of prospects?
9. What technical and geographic markets should ASHRAE focus?
10. What is the size and potential to improve our market penetration, and its risk and reward?
11. End result will to articulation of a properly sequenced engagement strategy.

Milestones: MCI will by:
1. **Immediate:** Conduct through review of historical data to become fully briefed on previous efforts and known data on members and customers in the targeted regions.

2. **By February 17:** Hold kickoff meeting to confirm strategic issues and desired outcomes. Verify gaps in information/documentation previously provided and review product portfolio to be considered in the next phase.

3. **By March 30:** Conduct current Business Review for Europe and GCC (Gulf Cooperation Council) including membership benefits local relevance; product/service offering attributes and local relevance; ASHRAE global operations capacity to grow business in these regions; development of a SWOT for each region.

4. **By April 27:** Complete Red vs Blue Ocean - Market Scan. Scan of the regional markets European and GCC heating, refrigerating and air-conditioning engineer community will identify potential open market space (blue oceans) versus highly contested markets (red oceans) where ASHRAE member and chapter concentrations are present. This will identify more viable technical areas to be evaluated.

5. **By May 4:** Conduct Voice of Customer research. Person-to-person telephone interviews to collect important customer data such as their perception of ASHRAE as a locally relevant brand in our target regions. Possible customer insight gained through interviews:
   a. Awareness level of ASHRAE
   b. Member Benefits Relevance
   c. Local Knowledge, Information or Practices Needed
   d. Content Delivery Preferences
   e. Business Drivers to Motivate
   f. Competitive Options

6. **By May 25:** Final Report & Recommendations. MCI will present preliminary recommendations to the PLC for review and adjustment prior to submitting the final version. The report will include recommendations on:
   a. Engagement strategy
   b. Success metrics
   c. Business and operational model
   d. Year 1 budget – review and expense projections

7. **By June 29:** Board Facilitation by MCI’s global vice president to present an overview of the recommendations before moving to business plan development and facilitate a discussion with the Board on the findings.

**Business Model:** By August 3, MCI will take accepted recommendations and develop them into a detailed and focused business strategy that contains the following:

- Vision, Mission, Value Proposition – tailored to Europe and GCC markets
- Intended Target Audience – customer segments to focus resources to meet the strategic goals
- Ways to close any perceived “value gaps” between ASHRAE and its customer base
- Engagement Strategy & Strategic Goals – a desired feature set to achieve for sale in the targeted markets
- Current and potentially new professional development offerings
- Enhancements or new offerings for events
- Validation of local demand for ASHRAE products and membership
- Pricing Strategy – recommendations on pricing
- Market Positioning – presentation of ASHRAE’s brand
• Critical Success Factors – component required to grow market share and increase the speed of product or membership sales growth while reducing risk; proposed KPIs as measures to ensure effective ongoing evaluation of the strategy in the field
• Business Model – presentation of a model that includes a revenue-sharing component between ASHRAE and MCI based on previous analysis of business requirements to reach desired revenues
• 3 Year Financial Projections - including budget assumptions, anticipated revenue streams, revenue sharing model, expenses
Strategic Plan Initiative 4

ASHRAE’s Role in the Global Community

PLC Global SubCom
Costas Balaras, Chair (PLC M), Edward Tsui (PLC M), Chris Gray (PLC M), Bill Bahnfleth (C), Dimitris Charalambopoulos (C), Farooq Mehboob (C), Ross Montgomery (C), Ashish Rakheja (C), Nohad Boudani (Liaison from MC), Joyce Abrams, Steve Comstock

Chicago Jan 23, 2015
SP Initiative 4 - ASHRAE's Role in the Global Community

- Overview of SP - Initiative 4
- Progress to date
- Work on Survey - Finalize
- Overview of Proposals from Consultants
- Plan Next Steps
SP Initiative 4 - ASHRAE’s Role in the Global Community

INITIATIVE 4: ASHRAE’s Role in the Global Community

A. ASHRAE has already had significant impact in many countries around the world, but there is more that can be done. ASHRAE will conduct a detailed analysis of the needs of its global members and opportunities to work with organizations outside North America. ASHRAE will develop a strategy to serve its international members and participate in international markets. These strategies will be added to this strategic plan once approved by the Board of Directors.

B. ASHRAE can learn from others about how to be effective in the global community. ASHRAE will work with consultants and other organizations to discover best practices and develop an approach to serve its members in the global community.

Had some success; can do better in the Global community
Need more information to develop a good plan for moving forward
## INITIATIVE 4

### Figure 2: Goals and Initiatives

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
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</thead>
<tbody>
<tr>
<td>CONNECT: Foster vibrant, informed, and engaged ASHRAE and industry communities.</td>
<td>Develop, implement, and assess methods to strengthen the member value proposition. Maximize opportunities for member involvement in Society activities.</td>
</tr>
<tr>
<td>EDUCATE: Create learning experiences that enhance the knowledge and effectiveness of individuals who apply building sciences.</td>
<td>Prototype and experiment with new resources that integrate ASHRAE’s science and technology into building performance and knowledge systems. Develop programming and promotions that enable ASHRAE chapters to educate a wider range of audiences. Expand educational topics and enhance delivery methods to address the needs of priority audiences, including employers, owners, and operators.</td>
</tr>
<tr>
<td>EXTEND: Develop, refine, and optimize methods to increase awareness, adoption, and application of ASHRAE’s offerings.</td>
<td>Augment ASHRAE’s marketing and promotional capabilities to drive higher levels of awareness and uptake of offerings. Foster collaboration throughout the building industry to segment the positive impact of ASHRAE’s offerings on building performance.</td>
</tr>
<tr>
<td>ADAPT: Work collaboratively within the global community to increase the value, usefulness, and accessibility of building sciences and technology.</td>
<td>Work to translate ASHRAE’s science into practical tools and resources that drive effective building design, operations, and management. Ensure that ASHRAE’s products, programs, and services are well aligned to meet the needs of its membership.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative 1</th>
<th>Initiative 2</th>
<th>Initiative 3</th>
<th>Initiative 4</th>
<th>Initiative 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Prioritization</td>
<td>ASHRAE Efficiency</td>
<td>Product Development</td>
<td>Global Community</td>
<td>Residential Sector</td>
</tr>
</tbody>
</table>
Initiative 4 - ASHRAE's Role in the Global Community

Background
ASHRAE's role in the global community continues to represent a great opportunity and a major strategic issue. The Board of Directors discussed this issue at length and came to the conclusion that it does not know enough to set a clear direction for the Society. The decision was made to act quickly to gather the necessary input and develop a set of initiatives that could then be added to this plan.

Objectives Affected
- Develop, implement and assess methods to strengthen the member value proposition.
- Develop programming and promotions that enable ASHRAE chapters to educate a wider range of audiences.
- Identify and launch pilot programs in select international markets to customize and adapt offerings to address local demand.
- Ensure that ASHRAE's products, programs and services are well aligned to meet the needs of its membership.

Possible Programs and Resource Allocation
As part of the planning process, a core team of ASHRAE members with BOD representation brainstormed specific actions and PLC provided the BOD with an estimate of resources needed to implement each action. Table 4 provides the actions and estimated resources. These are provided for reference only to assist volunteers in setting the actual program plans and budgets.
INITIATIVE 4A

Table 4: Initiative 4

<table>
<thead>
<tr>
<th>Initiative 4A</th>
<th>Global membership assessment and development of Global Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Conduct detailed survey of members outside North America to understand how ASHRAE can serve them more effectively. Prepare a Global Strategic Plan for BOD on how to effectively and quickly establish ASHRAE’s role in the global community.</td>
</tr>
<tr>
<td>Timeframe</td>
<td>2014–15 Society Year</td>
</tr>
<tr>
<td></td>
<td>survey conducted directly by ASHRAE</td>
</tr>
<tr>
<td>Staff</td>
<td>Joyce Abrams</td>
</tr>
<tr>
<td>Revenue/Upside</td>
<td>Contributes to long-term membership growth.</td>
</tr>
<tr>
<td>Responsible Party</td>
<td>Planning Committee</td>
</tr>
</tbody>
</table>

✓ Appointments to PLC SubCom (Nov 14), Receive background information
✓ Start with recent Questionnaire from Developing Economies (Nov 14)
✓ Input from PLC SubCom (Nov-Dec 14)
✓ PLC Survey Draft-A (end-Dec 14)
✓ Input from PLC SubCom (Jan 15)
✓ PLC Survey Draft-B (mid-Jan 15)
✓ Input from PLC SubCom (Jan 15)

➢ Review & Finalize (Chicago); Launch Survey
INITIATIVE 4B

<table>
<thead>
<tr>
<th>Initiative 4B</th>
<th>Global Study with a consultant to evaluate ASHRAE’s opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Work with a consultant to ascertain what ASHRAE's opportunities are globally and develop some business models to achieve the goals. This material will be included in the Global Strategic Plan development in Initiative 4A.</td>
</tr>
<tr>
<td>Timeframe</td>
<td>2014–15 Society Year</td>
</tr>
<tr>
<td>Staff</td>
<td>Steve Comstock</td>
</tr>
<tr>
<td>Revenue/Upside</td>
<td>Contributes to long-term membership growth and strengthens the exposure and role of ASHRAE in the global community.</td>
</tr>
<tr>
<td>Responsible Party</td>
<td>Planning Committee</td>
</tr>
</tbody>
</table>

- **Identify Consultants (Sept 14); MCI, GlobalStrat, Kellen**
- **Contact 3 Consultants, Exchange of information (Oct – Dec 14)**
- **Received 2 Proposals (Jan 15), Circulate to PLC**

- **Review Proposals (Chicago); Recommend a Consultant**

- **MCI presentation during the full PLC meeting**
SP Initiative 4 - ASHRAE's Role in the Global Community

INITIATIVE 4A-SURVEY

Review & Finalize (Chicago); Launch Survey

Review Final Draft & Recent comments

1. Survey crafted to better learn ASHRAE member preferences outside the US & Canada
2. Email survey – Needs to be focused
3. The questions need to be relevant to recipients to avert the survey from being abandoned
4. The questions need to lead to conclusions that are actionable rather than being simply informative
5. Open ended questions are not feasible
6. Survey is heavily weighted towards products & services perceptions. Minimize overlap with forthcoming surveys (e.g. Coordinate efforts with RAL survey-Richard Rooley)

Let’s discuss the Contents...
ASHRAE STRATEGIC PLAN
IMPLEMENTATION PROGRESS REPORT

Winter Meeting – Chicago - January, 2015

The Implementation Sub-committee of the Society Planning Committee has attended numerous meetings thru-out the week for all councils and ad-hoc committees, and updated our reporting forms based on these meetings and input from council chairs. These reports are attached to this summary for the BOD for the Strategic Plan.

The following items worth noting:

1. The Councils are making progress with reviewing the initiatives and determining which respective committees would best be able to address the assigned initiatives. The committees are now becoming involved with completing the assignments from the councils. See attached council progress reports.

2. The Residential Ad-hoc is well on its way of determining a path into the residential market for ASHRAE, and reported to the BOD on Sunday. We have included an update report from this Ad-hoc.

3. The Global Focus sub-committee of the Society Planning Committee is in the process of working with an outside consulting firm for a market analysis and implementation plan as reported to the BOD on Sunday. No updated report is included in this package.

4. The Volunteer Time Management Ad-hoc is meeting and gathering their purpose. We have included an updated report from this ad-hoc in this package.

5. Per the directives of the strategic plan, three more Ad-hocs are needed for the following initiatives:
   2C - Consolidations, Partnerships, and joint ventures
   1B - Measuring and Broadcasting ASHRAE Impact and Key Leadership Outreach
   2B – TC Reorganization

   The Initiative 1B (stated above) has been assigned to both an Ad-hoc as well as to RAC (under Technology Council). The collaboration between the Ad-hoc and RAC needs to be better defined. It is our understanding that the Ad-hoc needs to be established first so that a focus can be obtained before RAC can issue an RTAR for a measurement vehicle for ASHRAE’s impact. A report has not been provided on this item from RAC since they are waiting on direction from the Ad-hoc.

6. Excom has an assignment initiative 1A - Drive Employer Support. While a formal progress report was not received from Excom, an update was received via email stating that Excom has been conducting VITAL visits to key employers of ASH HRAE members, sitting an example of the Society EVP and Society VP visiting Carrier Corporation in October.
## Strategic Initiative Reporting Template

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Planned Action</th>
<th>Completion Date</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1C - Grow ASHRAE influence at Universities</strong></td>
<td>MC MBO Item #3 Student Activities RVCs and YEA Committee to report the needs of transition education from formal education to employment</td>
<td>Annual Meeting 6/15/2015</td>
<td>Sub Committee assigned - Culp, Price, Castro - (1/25/15) Discussions with YEA Ad Hoc have been occurring. Coordination with SA needs to occur.</td>
</tr>
<tr>
<td><strong>3B - Initiative of Strategic Plan results will guide ASHRAE in program development</strong></td>
<td>MC MBO Item #4 Organize three focus groups with Pub/Ed to determine Owner/Operator needs related to Standard 180 and their requirements</td>
<td>Spring 2015</td>
<td>Sub Committee assignment - Dean, Zarour, Price - (1/25/15) Ongoing. This item is on the PubEd Agenda. Communication follow up with PubEd will occur this spring.</td>
</tr>
<tr>
<td><strong>3D - Develop a technical course program that can be distributed through ASHRAE Chapters</strong></td>
<td>MC MBO Item #5 - Develop plan to offer chapters more effective means (reduced cost) of delivering ASHRAE education products</td>
<td>Annual Meeting 6/15/2015</td>
<td>Sub Committee Assignment: Austin (Chair), Boudani, &amp; Furman - (1/26/15) - The ad hoc is in the process of communication with ASHRAE staff regarding the means and methods that are currently used to deliver ASHRAE educational materials to chapters; and what issues/inefficiencies currently exist. Recommendations &amp; plan will be developed this Spring.</td>
</tr>
<tr>
<td><strong>MC MBO Item #6 Review with MP more effective marketing to address the What's In It For Me question to develop membership</strong></td>
<td>MC MBO Item #6 Review with MP more effective marketing to address the What's In It For Me question to develop membership</td>
<td>Annual Meeting 6/15/2015</td>
<td>Sub Committee Assigned - Fick, Petrilli - (1/25/15) Referred to MP committee. MP has developed the #myASHRAE campaign to provide greater brand awareness to prospective younger membership.</td>
</tr>
<tr>
<td><strong>MC MBO Item #7 Develop plans for establishing chapters in countries with National Associations where requested to do so by ASHRAE members</strong></td>
<td>MC MBO Item #7 Develop plans for establishing chapters in countries with National Associations where requested to do so by ASHRAE members</td>
<td>Annual Meeting 6/15/2015</td>
<td>Ad Hoc: Joe Furman (Chair), Farooq Mehboob, Essam Khalil, Francis Lacharite - (1/26/15) - Ross Montgomery developed preliminary model for forming new chapters in these countries. Model will be further discussed through annual meeting.</td>
</tr>
</tbody>
</table>
MC MBO Item #8 Review the structure
of CRCs to ensure that they continue to
meet chapter and regional needs (e.g.,
the need to balance the very positive
results of centralized training with the
need to keep the CRCs relevant, robust,
and well-attended).

Annual Meeting
6/15/2015

Sub Committee Assignment: Marple (Chair), Hunt, Lavoie - [1/26/15]

- Kevin will be coordinating with Ginger on her presidential ad-hoc
committee with the same focus. Some discussions about this
objective took place and the following are preliminary
recommendations and food for thoughts to be developed more in
the upcoming months:

1) Focus on strengthening the Chapter – if the Chapter is strong it
strengthens the Region and Society
   a) Chapter reports at CRC should focus on what makes their chapter
   strong
   b) Chapter reports at CRC should also include Lessons Learned to
   help other chapters avoid missteps
   c) Evaluate how Centralized Training of Chapter Chairs strengthens
   the Chapter – is it working?
2) CRC allows for Regional Leadership Training opportunities – how
   can we maximize this opportunity?
   a) Sponsor/Host YEA Members at CRC and provide Leadership
   Training for YEA Members and other Chapter Members in
   attendance.
3) Better equip RVCs to train Chapter Chairs. “Train the Trainer.”
4) Best Practices for Regional Nominating Committee. Minimize
   annual “re-work” of nominee selections and coordinate with Chapter
   Delegate annually.
5) Strengthen Chapter grassroots positions. No more filling a “chair”
or “spot” with a warm body. Chapter officers have to provide
leadership in order to develop leaders.

Budget Needs (Note: each major initiative should have initial funding for
a year or two at which point
the progress is reviewed and assessed prior ro additional funding allocation.)

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<tbody>
<tr>
<td>1C</td>
<td>$5,000.00</td>
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<td>3D</td>
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</table>
Strategic Initiative Reporting Template

Objectives Impacted: (Note: list all of the objectives that the assigned initiatives are designed to impact)

One  Develop, implement and assess methods to strengthen the member value proposition
Two  Expand educational topics and enhance delivery methods to address the needs of priority audiences including employers, owners and operators.
Three  Augment ASHRAE’s marketing and promotional capabilities to drive higher levels of awareness and uptake of offerings
Four  Ensure that ASHRAE’s products, programs and services are well aligned to meet the needs of its membership.
Five  Develop programming and promotions that enable ASHRAE chapters to educate a wider range of audiences.

Current Year Action Plan

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<tr>
<td>1B - Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach</td>
<td>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.</td>
<td>Annual Meeting 6/15/2015</td>
<td>Assignment to RAC (Research Administration Committee)/Presidential Ad Hoc (Outreach) RAC to initiate research project with Presidential Ad Hoc. As of 1/27/2015 this program has not been initiated; however the since the scope and purpose of this initiative has been clarified, RAC is working on developing the research program.</td>
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<td>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).</td>
<td>Annual Meeting 6/15/2015</td>
<td>RAC has asked that a budget item of $35,000 be included in the budget annually for visits identified by the research program identified above. These visits shall begin in the 2015-2016 fiscal year. This expenditure estimate was identified in the Society Strategic Plan.</td>
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<td>RAC MBD 2.4 - With presidential ad hoc outreach committee, research and develop information on impact &amp; benefits of ASHRAE standards and technology, particularly focused on needs of consulting engineers.</td>
<td>Annual Meeting 6/15/2015</td>
<td>Assigned to RAC ExCOM: Will partner with John Harrod, representative for PLC to Technology Council.</td>
</tr>
<tr>
<td>3C - Performance Based Standards</td>
<td>Work with other Standards Development Organizations (SDOs) both domestically and globally to understand how and when to migrate from prescriptive to performance based standards.</td>
<td>Annual Meeting 6/15/2015</td>
<td>Tech Council - Ongoing</td>
</tr>
<tr>
<td>5A - Jointly perform research into improving the residential built environment.</td>
<td>Tech Council has formed a Residential Ad Hoc to review ASHRAE residential references and products; identify areas requiring work and areas lacking.</td>
<td>Annual Meeting 6/15/2015</td>
<td>Tech Council Residential Ad Hoc - Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment. Ongoing</td>
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Budget Needs (Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior ro additional funding allocation.)

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$150,000 from Research fund and $35,000 annually for travel and collateral materials
Strategic Initiative Reporting Template

**Date:** 1/28/15

**Referred Group:** Research Administration Committee

**Monitoring Committee Liaison:** John Harrod

**Objectives Impacted:** (Note: list all of the objectives that the assigned initiatives are designed to impact)

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<td>Five</td>
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**Current Year Action Plan**

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<td>Annual Meeting 6/15/2015</td>
<td>Assigned to RAC ExCOM: Will partner with John Harrod, representative for PLC to Technology Council. This item is included in MBOs for RAC. Ongoing</td>
</tr>
<tr>
<td>Informational Item</td>
<td>RAC MBO 2.5 - A research advisory panel will be formed July 2013 to develop a Research Strategic Plan consistent with the ASHRAE strategic plan 2014. This MBO purpose is to make plans for soliciting nominations from TCs for potential members of the RAP</td>
<td>Annual Meeting 6/15/2018</td>
<td>This MBO will lead to a new Research Strategic Plan, which is aligned with the Society’s new 2014 Strategic Plan, and will help guide TC research between 2018 to 2026. With clarification, this item will be revised as alignment will be with a number of initiatives being implemented as a result of the 2014.</td>
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**Budget Needs** (Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior to additional funding allocation.)

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<td>$150,000.00 from Research fund and $35,000 annually for travel and collateral materials</td>
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Strategic Initiative Reporting Template

Date: 1/27/2015
Monitoring Committee Liaison: Tim McGinn

Objectives Impacted: (Note: list all of the objectives that the assigned Initiatives are designed to impact)

| One | Two 2-A, 2-C, 3-A, 3-B, 3-C, 3-D | Three 4-A | Four 5-A |

Current Year Action Plan

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<tr>
<td>2-A</td>
<td>Evaluate the effectiveness of the volunteer involvement.</td>
<td>In motion. Mick will work with the presidential AdHoc. They will be having calls every two weeks beginning after Chicago.</td>
<td></td>
</tr>
<tr>
<td>2-C</td>
<td>Evaluate the use of partnerships and/or joint ventures within other organizations to develop and deliver professional education and publication programs.</td>
<td>Steve will assemble ASHRAE’s current list of organization and relationships so that gaps etc. may be identified for further analysis of developing more and better partnerships and joint ventures.</td>
<td></td>
</tr>
<tr>
<td>3-A</td>
<td>Develop an application app for 90.1 that would be a companion/enhancement to an existing design application like TurboTax.</td>
<td>Staff to work with SSPC 90.1 to evaluate the development and value of this type of application. Underway now, should have specific budget by Atlanta or sooner.</td>
<td></td>
</tr>
<tr>
<td>3-A</td>
<td>Create a working group to investigate other applications that will effectively serve our members.</td>
<td>Staff will help come up with a process to prioritize the development of additional apps, more requests come to Steve. There is a procedure for app development from last year.</td>
<td></td>
</tr>
<tr>
<td>3-C</td>
<td>Host a workshop with owner operator organizations to explore the areas of training where ASHRAE can add value.</td>
<td>Plan potential meetings with other organizations such as BOMA, IFMA, etc.</td>
<td></td>
</tr>
<tr>
<td>3-B</td>
<td>Work in collaboration with APPA to develop a strategy to improve operations training for higher education facilities.</td>
<td>(Professional Development Committee) Steve recommends a workshop with interested groups, professionally facilitated in a central location, probably Washington, could cover both items above. PEC will try and do this by Atlanta. Darryl is going to take this initiative on himself with a working group.</td>
<td></td>
</tr>
<tr>
<td>3-D</td>
<td>Develop and package practical application courses/programs that can be delivered through Chapters/Regions</td>
<td>PDC to work on a pilot program with one or two Chapters to teach the delivery models based on current content, possibly fundamentals and sustainable design and operations.</td>
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</table>
| 3-D | Develop and package practical application courses/programs that can be delivered through Chapters/Regions | 1) Work on a pilot program with one or two Chapters to teach the delivery models based on current content, possibly fundamentals and sustainable design and operations. (Professional Development Committee) Assigned as an action item to PDC  
2) Establish a working group to seek feedback from the Chapters on the types of program materials that are needed. (Pub/Ed Council) Darryl is going to discuss at Excom with Members Council to work together on this. |
| 3-D | Ensure the professional development programs are seen to be of value to the employer of the participants. | Staff - Have the participants identify their training/decision-makers/employers and send them a survey to ensure satisfaction. To be completed by June |
| 3-A | Develop and enhance programs to support the development younger industry members. | Pub/Ed Council to establish a working group from the Professional Development Committee and the YEA group to establish priorities for development areas. The YEA technical weekend in September in Atlanta may be used as an opportunity to use them as a focus group to determine if packaging, delivery and content of existing and anticipated programs are meeting YEA’s desires. To be completed by Jan 2016. |
| 5-A | Determine the types of products or tools that should be developed for use in the residential market. | 1) Establish a working group with IAQA to explore joint development of programs in Residential IAQ. (Pub/Ed Council) Darryl in wondering if this is premature since IAQA is more on the industrial, so this is now parked.  
2) Review the feedback from the Residential Action Group to focus on some pilot programs. (Pub/Ed Council Ad-Hoc) This has been assigned. |
Develop programs to improve service to the global community.

Evaluate the member benefits of the Handbook to determine if services could be improved by converting to the online as main benefit – print optional. (Staff) Planning is actively working on this, so PEC will work with planning on mining data out of the survey when complete. Steve will write a document outlining what we are doing not and also the concerns and interests of the publishing side of serving international customers as part of this global initiative.

Contribute to the development and analysis of an international needs assessment of the members. (Staff)

Hold a consultation session with the Publication and Education groups from other international associate societies. (Pub/Ed Council Working Group)

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Budget Needs (Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior to additional funding allocation.)
### Strategic Initiative Reporting Template

**Date:**

**Referred Group:**

**Monitoring Committee Liaison:** Volunteer Time Presidential Ad Hoc

**Dan Pettway**

**Objectives Impacted:** (Note: list all of the objectives that the assigned Initiatives are designed to impact)

<table>
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<th>One</th>
<th>Two</th>
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<th>Four</th>
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<tbody>
<tr>
<td>Maximize opportunities for member involvement in Society activities</td>
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<tr>
<td>2A - Volunteer time Management</td>
<td>1-26-15 Has divided ad hoc into three focus subgroups listed in <strong>Bold - Local Volunteering</strong> (synergizing Society operations down to the grassroots, effective CRC’s, how do you pull the TC work down to the grassroots, move training back down to the regional level) - <strong>Winter &amp; Summer Conferences</strong> (is the current schedule the most efficient, how long is too long, days of the week, registration fee), considering a survey to find what the members want in a conferences) - <strong>Focusing for maximum effect</strong> (looking at Standards Committee process keeping consensus and technical rigor intact, following established procedures - same with Handbook Committees - running effective meetings through out Society - mentoring effective leadership, better marketing of ASHRAE as a whole, better internal communication). Each Team has approx. ten items to consider from original brainstorming list but working towards three or four good ones (those discussed in parenthesis above).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2B - TC Reorganization</td>
<td>1/26/15 No reorganization discussed - but increasing efficiency as mentioned above in item 1</td>
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**Budget Needs** *(Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior ro additional funding allocation.)*

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<tbody>
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<tr>
<td>2B</td>
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**Strategic Initiative Reporting Template**

**Date:** 9/16/2014  
**Referred Group:**  
**Monitoring Committee Liaison:**  
**Presidential Ad Hoc (Max Sherman, Chair)**  
**Dan Pettway**

**Objectives Impacted:** (Note: list all of the objectives that the assigned Initiatives are designed to impact)

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<td>Develop programming and promotions that enable ASHRAE chapters to educate a wider range of audiences.</td>
<td>employers, owners and operators.</td>
<td>performance.</td>
<td>management.</td>
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<tr>
<td>5A - Drive residential partnerships and collaboration. Jointly develop training programs and research to improve the residential built environment.</td>
<td>Initiate or enable progress in BOD-adopted recommendations from Residential ad-hoc report.</td>
<td>6/30/2015</td>
<td>For details see Ad-hoc report. Highlights include: 4 residential technical programs for Chicago meeting; initiation by TechC of residential review; residential part of ASHRAE website becomes operational (with link to report. 1-25-15 from report of Stakeholders and Collaborations Subcommittee – consider alignment of stakeholders with ASHRAE mission – consider amount of influence they have – consider specific needs of the stakeholders - in order to develop a priority of stakeholders (i.e. find where ASHRAE can make the greatest impact) - working to select top five or so stakeholders to place initial collaboration emphasis.</td>
</tr>
<tr>
<td>Assist in formation of standing committee to replace ad-hoc</td>
<td>7/1/2015</td>
<td>Worked with SRC to create ROB for BOD consideration. Assigned task group to assist in nominating potential members. 1-25-15 Policy and Planning Subcommittee requesting other subcommittees to define their mission in order to draft a committee MOP in preparation of becoming standing committee. Draft changes to the ROB to create committee have been submitted to SRC and were forwarded to the Board for consideration.</td>
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Strategic Initiative Reporting Template

Date: 1/26/2015
Referred Group: Developing Adhoc Committee
Monitoring Committee Liaison: Walid Chakroun

Objectives Impacted: (Note: list all of the objectives that the assigned initiatives are designed to impact)

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### Strategic Initiative Reporting Template

**Date:** 1/26/2015  
**Referred Group:** Developing Adhoc Committee  
**Monitoring Committee Liaison:** Walid Chakroun

**Objectives Impacted:** (Note: list all of the objectives that the assigned Initiatives are designed to impact)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Invest to learn which country has building codes implemented and more details about</td>
</tr>
<tr>
<td>Two</td>
<td>Prioritise the list and identify the need to interfere to help government in setting building codes</td>
</tr>
<tr>
<td>Three</td>
<td></td>
</tr>
<tr>
<td>Four</td>
<td></td>
</tr>
</tbody>
</table>

**Current Year Action Plan**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Planned Action</th>
<th>Completion Date</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>2C - Assessment on the countries that uses building codes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Budget Needs** (Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior to additional funding allocation.)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>2C</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Strategic Initiative Reporting Template

**Date:** 1/26/2015  
**Referred Group:** Developing Adhoc Committee  
**Monitoring Committee Liaison:** Walid Chakroun

#### Objectives Impacted:
(Note: list all of the objectives that the assigned initiatives are designed to impact)

<table>
<thead>
<tr>
<th>One</th>
<th>Establish DL &amp; Refrigeration Speakers to Developing Economies Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two</td>
<td>Visit 12 multi chapter visits</td>
</tr>
<tr>
<td>Three</td>
<td></td>
</tr>
<tr>
<td>Four</td>
<td></td>
</tr>
</tbody>
</table>

#### Current Year Action Plan

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Planned Action</th>
<th>Completion Date</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1B - Establish DL@refrigeration speakers to speak about issues of concerns in DE</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Budget Needs
(Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior to additional funding allocation.)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1B</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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**Date:** 1/26/2015  
**Referred Group:** Developing Adhoc Committee  
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**Objectives Impacted:** (Note: list all of the objectives that the assigned Initiatives are designed to impact)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Support the activities in DE</td>
</tr>
<tr>
<td>Two</td>
<td>Identify countries where ASHRAE can have best influence</td>
</tr>
<tr>
<td>Three</td>
<td></td>
</tr>
<tr>
<td>Four</td>
<td></td>
</tr>
</tbody>
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**Current Year Action Plan**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Planned Action</th>
<th>Completion Date</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>2A</td>
<td>Full Time employee (FTE) to support the activities in DE countries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>International Advocate or outside consultant to work with Regional DE, maximizing on countries where ASHRAE can have the best influence - Empower Regional GGAC Chairs, Chapter officers that have influence with governments - Presidential Member or Vice-President to continue visits, collaborations with governments, AASAs and</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Budget Needs** (Note: each major initiative should have initial funding for a year or two at which point the progress is reviewed and assessed prior to additional funding allocation.)

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<th>FY 2015-16</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>2A</td>
<td>$75,000</td>
<td>$75,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td></td>
<td>$150,000</td>
<td>$150,000</td>
<td></td>
</tr>
</tbody>
</table>
ASHRAE Global Strategy

Proposal
Research | Strategy & Planning | Implementation
to
Fulfill ASHRAE’s Global Aspirations

MCI - 16 January 2015
Contents

1. The ASHRAE Strategic Plan & Understanding the Current Business

2. What Makes Globally Growing US Associations Effective?

3. Proposal – Market Prioritization; Market Intelligence; Customer Insight; Strategic, Financial, Business & Operational Model

4. Proposal – Business Activation, Plan Development and Launch
The ASHRAE Strategic Plan will guide us

### Vision
- Global leader and foremost source of technical and educational information
- Primary provider of opportunity or the professional growth in the arts and sciences of heating, ventilation, air conditioning and refrigeration

### Outcomes
- **External** – improved building performance, increased brand awareness and demand for products and services, confirmation of ASHRAE standards application
- **Internal** – increased membership and product growth, increased engagement, satisfaction and loyalty among volunteers and members

### Goals
- **Connect**
- **Educate**
- **Extend**
- **Adapt**

### Initiatives
- Market Prioritization
- Organizational Efficiency
- Product Development
- Global Needs Analysis & Strategy
Where we need to go

Engagement
- Marketing Outreach
- Product & Chapter Experiences
- Customized Member Experiences
- Partner Development

Global Strategy
- Market Intelligence
- Customer Insight
- Product & Membership Relevance
- Business & Operations Plan

Strategic Plan
- Connect
- Educate
- Extend
- Adapt

Later Implementation
This Project
ASHRAE Today
Global Member Growth (~20%) Plateaud

Must Optimize Strategy & Add Business Capacity to Fulfill Potential

National Societies & Federations – Coopetition?

What Are the Success Metrics? Business & Operational Models?

Aspirations

- Strengthen member value
- Enable ASHRAE chapter experience with relevant programs & promotions
- Determine best means to adapt offerings to address local demand
- Ensure products, programs and services are aligned to meet the needs of the global building industry
To Fulfill ASHRAE’s Aspirations – Locate & Reduce the Information and Business Capacity Gaps

Critical success factors to drive sustainable growth & demand for relevant ASHRAE products and services

**Information**
- What are the business drivers behind local demand?
- How to better leverage ASHRAE standards for building product and membership sales?
- What are the education and training needs of prospects & members?
- Which local organisations targeting the HRAE community are providing built environment products and services? Compete in red oceans or focus on blue ocean markets?
- How is the ASHRAE value proposition perceived?
- What are locally relevant member benefits that would support strong and reliable member acquisition?
- What are the service and price-point expectations of prospects?
- What technical and geographic markets should ASHRAE focus?
- What is the size and potential to improve our market penetration, and its risk and reward?

**Business Capacity**
- Ensure products and services are aligned to local demand
- Service delivery and member support to accelerate and sustain flying wheel of membership growth
- Pro-active integrated and target marketing, communications and business development to engage current and future members and customers
- Leverage “right” partnerships with local stakeholders – existing and future
- Organise engagement strategy to support product and membership growth in global markets
ASHRAE Standards are largely followed by national codes

Certification & Training is most desired

**Suggested** - advising national governments in creating building codes

**Suggested** - increasing awareness & education on energy efficiency, sustainability, and IAQ

**Suggested** – holding training on ASHRAE standards

**Suggested** – creating and supporting new chapters

**Suggested** - organizing sustainability and water management alliance

2013 survey results from developing countries
What’s the right engagement sequence to grow membership & chapters?

Right Product
Right Market

Handbook and Publications?
Exhibitions?
Conferences?
Training & Certification?
Standards & Guidelines?
Taking ASHRAE Strategic Plan Goals Further

The importance of a properly sequenced engagement strategy

Adapt
- Market Knowledge
- Customer Insight
- Align Portfolio & Launch Pilots
- Translate Select Tools and Resources

Connect
- Engage & Convert Prospects
- Maximize Member Involvement

Educate
- Prototype & Experiment
- Enhance Regional & Local Delivery Methods

Extend
- Marketing and Business Capabilities
- Foster Collaboration within Industry

- Conversion
- Marketing Outreach
- Product & Chapter Experiences
- Local Delivery and Customer Care
- Partner Development
What Makes Globally Growing US Associations Effective?

- Faster financial growth when non-US biz is >15% of total revenue
- Focus on delivering locally relevant products first… before membership
- Have a clear strategy & committed resources

Two-thirds of Fastest Growing Associations have between 15-49% Non-US Members

Non-US Member Segment as Percent of Total Membership
Global Grower DNA – Share These Traits

Fastest growers work from strong foundation

Locally Relevant Commercial License, Promotion, Sales, Distribution
On & Offline Delivery Channels
Partners – Market Access, Endorsements, Sponsors, Audience Access

Product Development

Market Intel & Customer Insight

Generally-Accepted Body of Knowledge*
Advanced & Emerging Markets

* Standards, codes and/or generally accepted practices
How Global Growers Think…What Keeps Them Up at Night

- Adapting content that is locally relevant to the target audience
- Cultivating brand awareness - respected and trusted
- Factoring local business norms to remove barriers to consumption and adapt to these norms
- Possessing the appropriate business capacity to effectively design, market, sell, deliver and service local demand
- Locating right local partners to provide market access, prospective customer access, financial support, content localization support, and commercial business capacity
MCI Client Stories – Don’t Forget Advanced Economies

30%+ CAGR Growth over 5 years from adapted training based on standards and codes

- Public sessions:
  - Growing market - >30% CAGR over last 5 years
  - +1800 participants since 2008 (FY14: +400 students)
  - Minimum of 7 destinations (programs) per year
  - 5 to 10 courses per program
  - Average of 55 students per program

- In-Company sessions:
  - Average of 8 per year

- Online sessions
  - Instructor-led courses
Doubled membership and grew business by 28% in just 12 months

Grew membership from 550 to over 1200 members

Grew overall business in the region by 28%: dues 22%, publication sale 24%, certification sales 51%, licensing 105%, profits from corporate trainings USD 100,000

Website traffic increased by over 60%

Over 3,000 new leads were generated and over 6,500 customer inquiries were expedited

Previous Barriers
- Low brand awareness
- No local business capacity
- Ineffective local marketing campaigns and following up
- Insufficient understanding of the MENA market
- No enough member and customer activities
Local staff support allowed chapter leaders to optimize member service and grow membership with 52% in 4 years

Volunteer-Staff partnership to accommodate sustainable growth
- Dedicated Europe support team
- True partnership with chapter leaders
- Guidance on governance and business planning
- Expertise support for events, communication and marketing
- Customer care for chapters and members at large for all products and services as well as governance related matters
- Member needs and market trends & development channel
Overview of what we are going to do together

- **Accurate Market Intelligence**
- **Prospect-Driven Member & Product Value Proposition**
- **Brand Positioning & Marcom Strategy**
- **Measurable KPI's, Engagement Strategy, Success Metrics**
- **Right Partnerships to Support Market Access**

Europe & GCC Markets – 2,000 Members Each

**Market Focus**

- **Advanced Economy Europe**
  - **Market size**
  - **ASHRAE not reached full potential**
  - **Sustainability**
  - **Energy efficiency**

- **Emerging Markets Gulf Cooperation Council**
  - **Strong growth**
  - **Market potential**
  - **Chapter activity**
  - **Expo 2020 Dubai**
Proposal – Focusing on Three Essential Ingredients

Market Intelligence
- Know business drivers and define market potential
- Assess risks to mitigate
- Evaluate current partners for market access, sponsorship, etc.
- Explore possible “go to market strategies”

Customer Insight
- Assess member, customer and prospect needs/value prop
- Evaluate ASHRAE product relevance to align to local demand
- Test and report on member and customer satisfaction
- Localization for delivering education and engagement

Scalable Business & Operations Strategy
- Chapter Development & Growth Plan
- Partner Development - Market Access, $$, Audience Access, etc.
- Branding, MARCOM, Social Media Campaigns
- Relevant Product Offerings e.g. Training, Certs, Events, etc.
- Business Development – Enterprise and Individual Sales
- Back Office, Customer Care, Business Model
Proposal - Phase-Gate Methodology and Scope of Work Overview

**Project Management**
- Collaborative
- Iterative
- PLC Review/Decision Gates
  - Outcome-based

**Kickoff**
- Data Analysis
- Interviews
- Project Plan

**Current Business Review**
- Historical data review
- Assess select products and membership
- Analysis of current business strategy and operations in regions
- Gap analysis of business capacity required to meet aspirational goals

**Market Scan**
- HRAE professional community – size, composition, distribution, CE requirements
- Technical and geographic market trends, developments and potential
- National government planning & policies (e.g. sustainability and energy efficiency)
- Conduct competitive analysis to determine red vs blue oceans

**Voice of Customer**
- Relevance of member benefits, product offerings
- Local knowledge, interests and practice needs
- Business ROI desired that ASHRAE should deliver
- Who pays & price point testing
- Recent training and conference attendance
- Competitor options

**Board Presentation of Results & Facilitated Discussion**

**Report & Recommendations**
- Market opportunity and gap analysis
- Membership value proposition
- Products and programs to accelerate market growth
- National society partner strategy
- Positioning versus competitors
- Strategic goals
- Engagement strategy & success metrics
- Business and operational model
- Year 1 budget – review and expense projections

Detail on Scope of Work in Annex (Word Document)
2013 Global Benchmark Survey Data on 800+ ASHRAE Members Plus 6000 Respondents from Six Engineering Societies

823 Member Respondents
- Europe: 30%
- Asia: 47%
- Oceania: 9%
- LATAM: 8%
- North Am: 2%

http://growglobally.org/?p=1584

Data Includes:
- Why members join
- How relevant are the benefits
- Level of member satisfaction
- Reasons for dissatisfaction
- Products purchased and satisfaction
- Why products are not purchased
- Leading motivational factors to join
- Willingness to attend training/meeting
- Memberships or products purchased by other regional HRAE groups

You can review the Global Benchmark Survey Report in the Annex (PDF)
June Board Presentation & Facilitation

Recommendations (following presentation to PLC)

Current Business Analysis

Regional Trends & Business Implications

Growth Strategy Presentation

Business Activation Implementation
Europe & GCC Markets
Business Plan Roadmap

Regional Strategy

Value
- Locally Relevant Brand

Strategy
- Engagement
- Product
- Customer/Member
- Operations

Infrastructure
- Prospect Conversion
- Cultivation
- Adapted Local Offerings
- Integrated MARCOM/Biz Dev
- Proactive Service Desk
- Targeted Communication
- Chapter Leader Support
- Local Business License/Capacity

Business Plan

Definition of target markets and customer segments
Product and service design and positioning
Pricing and sales strategy
Marketing and brand development plan

KPIs
Critical success factors, measurements and metrics
3-Year financial projections - revenues and costs
Risk assessment and mitigation plan

Operating strategy
Scope of work - resources
Product delivery infrastructure – channel partners
Financial management

Marketing and communication activities
Prospect and member outreach
Customer care, member and chapter support activities
Delivery of educational programmes and events

Product sales
Membership growth
Chapter development

ROI ROO
Business Activation Implementation

<table>
<thead>
<tr>
<th>Why</th>
<th>Connect community engagement</th>
<th>Educate local &amp; regional offerings</th>
<th>Extend ASHRAE global business capacity</th>
<th>Adapt ensure local relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>What</td>
<td>Lead Development</td>
<td>Chapter</td>
<td>Volunteer Support &amp; Administration</td>
<td>Member and Customer Needs</td>
</tr>
<tr>
<td></td>
<td>Product &amp; Knowledge Introductions</td>
<td>Regional Education</td>
<td>MARCOM and Social Media</td>
<td>Align Products and Membership</td>
</tr>
<tr>
<td></td>
<td>Standards Linkage &amp; Promotion</td>
<td>Regional Events</td>
<td>Community Engagement</td>
<td>Define Engagement Strategy by Market</td>
</tr>
</tbody>
</table>

Implementation of Business Activation Services in Europe and GCC
Resources for business development, member support, branding and marketing
Business model with performance-based fee structure
Timeline & Milestones

Contract Kickoff – February 2015

- ASHRAE International Business Review
- Data Analysis
- Current Business Assessment
- Gap Analysis

By March 30

- Market Analysis
- Market Scan
- Competitor Analysis
- Voice of Customer
- Recommendation

By Late May

- Europe & GCC Implementation
- Revenue/Risk Sharing Business Model
- Business Plan & Engagement Strategy
- 3 Year Financial/ROI Model & Budget
- Operational Launch Plan

By August 3

June Board Facilitation Presentation of Results Authorization to Proceed to Implementation
<table>
<thead>
<tr>
<th>Proposed Services</th>
<th>Rate Description</th>
<th>Fees in USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kickoff</td>
<td>Fixed Fee</td>
<td>3,300 USD</td>
</tr>
<tr>
<td>Current Business Review – Data Analysis, Stakeholder Interviews, Business Assessment</td>
<td>Fixed Fee</td>
<td>40,700 USD</td>
</tr>
<tr>
<td>Red vs Blue Ocean – Market Scan</td>
<td>Based on a two region scan</td>
<td>28,985 USD</td>
</tr>
<tr>
<td>Voice of Customer in Europe &amp; GCC</td>
<td>Based on 40 (EU) 20 (GCC) interviews</td>
<td>42,840 USD</td>
</tr>
<tr>
<td>Results and Analysis from 830+ ASHRAE members to MCI's Global Satisfaction Index (2013) and benchmark</td>
<td>Pass through paid to FairControl</td>
<td>6,500 USD</td>
</tr>
<tr>
<td>Final Report and Recommendations</td>
<td>Fixed Fee</td>
<td>19,373 USD</td>
</tr>
<tr>
<td>Recommendations &amp; BOD Facilitation</td>
<td>1 day in person</td>
<td>6,000 USD</td>
</tr>
<tr>
<td>Regional Business Plan Development</td>
<td>Fixed Fee</td>
<td>37,328 USD</td>
</tr>
<tr>
<td>Total Fees</td>
<td></td>
<td>185,025 USD</td>
</tr>
<tr>
<td>Travel Cost Estimate For BOD meeting travel for June 29th meeting</td>
<td>2 nights hotel plus roundtrip business class</td>
<td>~8,000 USD</td>
</tr>
</tbody>
</table>
MOTIONS FOR BOARD VOTE:

1. Increase the amount budgeted for the Strategic Plan Initiative 4b from $100,000 to $200,000 and allow PLC to make the final consultant selection.

Background:

PLC, working with staff, has received three proposals from consultants to develop a strategy to improve the experience of our global members. PLC requires more time to make the final decision. The leading candidate is MCI (who will make a presentation to the BOD). However, MCI has the highest price. PLC will complete its analysis and report the selection to the BOD by the February BOD teleconference.

The initial amount ($100,000) was established by the Planning Committee during the development of the Strategic Plan. The amount was not based on a request for proposal. Now that the proposals are in, PLC is recommending that the budget be increased so that the best value for money proposal can be selected.

Fiscal Impact:

$100,000 increase to the initial $100,000 budget item that is included in the 2014-15 budget. Note, the additional funds will likely be paid out in FY15-16.

Information Items:

1. Initiative 4A - Planning Committee has voted to launch the Global Initiatives survey (according to the ASHRAE Strategic Plan) to ASHRAE members outside North America and Canada.

2. The Strategic Plan implementation subcommittee met. They will visit the various committees and councils throughout this meeting and provide an update report for the February teleconference.