MINUTES

EXECUTIVE COMMITTEE MEETING

Wednesday, August 12, 2020

Approved by the Executive Committee on October 1, 2020.
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<td>That the minutes from June 22 and 30, 2020 and July 2, 2020 Executive Committee meetings be approved.</td>
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MINUTES
EXECUTIVE COMMITTEE MEETING
Wednesday, August 12, 2020

MEMBERS PRESENT:
Chuck Gulledge, President
Mick Schwedler, President-Elect
Farooq Mehboob, Treasurer
Don Brandt, Vice President
Bill Dean, Vice President
Tim McGinn, Vice President
Bill McQuade, Vice President
Jeff Littleton, Secretary

GUESTS PRESENT:
Ahmed Alaa Eldin Mohamed
Tim Wentz
Hugh Crowther

STAFF PRESENT:
Candace DeVaughn, Manager - Board Services
Chandrias Jacobs, Coordinator - Board Services
Joyce Abrams, Director - Member Services
Vanita Gupta, Director - Marketing
Kim Mitchell, Chief Development Officer
Mark Owen, Director - Publications & Education
Stephanie Reiniche, Director - Technology
Craig Wright, Director - Finance & Admin. Services
Alice Yates, Director - Government Affairs
CALL TO ORDER

Mr. Gulledge called the meeting to order at 9:00 am.

CODE OF ETHICS

Mr. Gulledge read the code of ethics commitment and encouraged all in attendance to read the code of ethics statement available online.

ROLL CALL

Roll call was conducted. Members and guests in attendance as noted above.

REVIEW OF MEETING AGENDA

Mr. Gulledge reviewed the agenda. ExCom Logistics was added to New Business.

APPROVAL OF MEETING MINUTES

Mr. McQuade moved and Mr. Brandt seconded that

1. The minutes from the June 22 and 30, 2020 and July 2, 2020 Executive Committee meetings be approved.

MOTION 1 PASSED (Unanimous Voice Vote, CNV).

REVIEW OF ACTION ITEMS

JUNE 22 AND 30, 2020

Action items from the June 22 and 30, 2020 meeting were reviewed. Action items 1, 2, 4, 6-8, 13, 17, 18, and 24-26 were reported as ongoing. Action items 3 and 23 were put on hold until later in the Society year. Action items 20 and 21 were removed. All other action items were reported as complete.

JULY 2, 2020

Action items from the July 2, 2020 meeting were reviewed. Action items 1, 3, 4, 6, and 7 were reported as ongoing. All other action items were reported as complete.

CEC LESSONS LEARNED FROM VIRTUAL CONFERENCE

Mr. Schwedler reported that CEC provided an excellent report.

The further in advance that CEC is advised about going virtual, the better. CEC plans to incorporate best practices on an ongoing basis.

A hybrid model is possible for future conferences.

Mr. Brandt congratulated staff and CEC for the tremendous amount of work done in a very short time. The virtual CRCs have been very impressive.

Mr. Schwedler will communicate thanks to CEC on behalf of ExCom for all their work on the virtual conference and the excellent report.
IEA-EBC (INTERNATIONAL ENERGY AGENCY - ENERGY IN BUILDINGS IN COMMUNITIES PROGRAMME) MOU

Mr. Gulledge reported that Mr. Olesen is suggesting an MOU with this international organization.

Mr. Littleton reported that IEA has multiple annexes, including some on heat pumps. Many ASHRAE members who are very active in the organization.

They are a very prominent group.

David Nemtzow, who is the DOE Head of Building Technologies, is Chair of IEA-EBC.

Significant opportunities for collaboration. An MOU would provide a better connection between work that ASHRAE volunteers are doing and IEA. Society could collaborate in running IEA-EBC workshops.

Mr. Littleton suggested that someone take the lead for establishing high level point of communication to explore collaboration opportunities. Would also need to determine if the MOU would be between the IEA-EBC specifically or the IEA parent group.

Mr. McQuade stated that some European organizations promote technologies that are counter to some of our member’s businesses, like boilers, heat pumps, and natural refrigerants. It is important to know the types of technologies that this organization promotes.

Mr. Littleton added that anytime Society enters an MOU relationship, must be cautious that we don’t get caught up in political doctrine.

Mr. Gulledge asked if the committee if there is an appetite for pursuing the MOU.

There was discussion of the global trend of moving towards electrification and away from fossil fuels.

Collaborating with groups like IEA could raise the profile of the Society and the industry and gives Society the opportunity to be at the table and defend our technologies.

There was consensus that an MOU should be explored. Staff should take the lead and engage Presidential Member Olesen, as he can assist directly from Europe.

Staff and Mr. Brandt will explore the possibility of an MOU with IEA. Will work with Mr. Olesen to flush out recommendations and report back to ExCom.

STREAMLINING AD HOC NEXT STEPS

Mr. Gulledge reported that the BOD expressed an appetite to consider significant reorganization and realignment if done correctly. He asked each member of ExCom to weigh in on how to proceed.

Mr. Brandt stated that what was said in the BOD meeting was that this is a good idea. Great idea to have an implementation ad hoc and the Streamlining Ad Hoc is a good place to start.

Mr. Mehboob stated that he did not get the impression that all of the recommendations were espoused by the BOD; there was consensus that change needs to happen. Next steps should be to refine ideas and thoughts and bring them to the BOD, where the BOD has full appetite to move forward with the recommendations.
Mr. McGinn stated that it would be difficult to get consensus on a full package of recommendations. It is easier to get consensus on smaller changes that would then go to CEC for example. He agreed that there should be additional study on implementation to see what the relationships are between tasks. Some small tasks can be done immediately.

Mr. Dean stated that if we look back at the implementation of the RMCR position, it can be seen how the Regions interpreted the RMCR role very differently at the beginning; it took five years or so before changes became fully implemented. If Society is ready to consider implementation, would like to see a majority of new BOD members on the ad hoc, plus senior leadership, to help herd the process along through the multiple years it will take to implement. Need to take a slow and measured approach.

Mr. McQuade expressed agreement with Mr. Dean. He also added that this could be a good role for past presidents.

Mr. Gulledge stated that this would give presidential members strategic input into this exploration. The idea of exploration ensures that this will not be a top down process; it is critical to bring the bottom up perspective into this discussion. Envisioning an ad hoc that has enough representation to look at this from many different perspectives, and also has a strategic and tactical element taking place.

Mr. Schwedler stated that there is an opportunity to separate what the Streamlining Ad Hoc brought forward into tactical and administrative bins. The strategic part is what the BOD could look like in the future and what council membership will be. A small group should be assembled to look at the strategic parts of the report.

Schwedler agreed with Mr. Dean, that having new BOD members with new perspectives would be helpful; both DRCs and DALs should be included. This group would not necessarily be an implementation group, but rather an exploration group to get deeper into the details.

Mr. Littleton stated that this is a good approach. This exercise is critically important, members have expressed frustration with ASHRAE bureaucracy. What he heard the BOD say is that there is tremendous support for creating a more nimble and responsive organization. Counter to that is removing bureaucracy that causes frustration. This exercise is one of the more important things ExCom and the BOD should be looking at, something that is critical to the ongoing success of the Society.

The Streamlining Ad Hoc found 20 different historical reports and it would be a shame if this is just the 21st report.

Reducing BOD size and representation is a sensitive issue, but just because it’s hard doesn’t mean that it shouldn’t be dealt with head on. This is really hard but important work.

It should be made clear that any changes would be grandfathered in and members who have worked hard to reach service on the BOD would not be impacted.

Mr. McGinn stated that it would be disappointing if a year was lost because the new ad hoc reexamined all of the Streamlining Ad Hoc’s recommendations. Hopefully, the charge will be narrow enough to avoid this.

Mr. Schwedler stated that the new ad hoc should be given a two to three month time frame and should be charged with examining implementation only.
Recommendations for ad hoc membership and staff directors were provided.

It was suggested that Mr. Mehboob play a major role in the ad hoc as final recommendations may fall on his presidential year. ExCom should play a fairly major role as well, as it demonstrates to the Society how important this work is.

It was suggested that the junior Vice Presidents serve on the ad hoc for continuity.

There was discussion of how to best involve the Planning Committee in the process as well.

Mr. Gulledge asked members of ExCom to send recommendations on the ad hoc, including roles and specificity in the charge.

**IMPLEMENTATION OF SOCIETY 2020-21 THEME**

Full presentation included in ATTACHMENT A.

Mr. Mehboob thanked President Gulledge for his confidence in entrusting him with implementation of this year’s Society theme.

Other members of the working group are Tim Wentz, Dr. Alaa, and Hugh Crowther. The group was charged with creating a plan to make Society proficient at the items highlighted in the Society theme.

Mr. Wentz stated that President Gulledge has great vision and passion for changing the course of ASHRAE. The theme is an aspirational goal that everyone can attach to. The theme identifies three different methodologies and aligns perfectly with the PEC Ad Hoc report.

The approach is market driven and does not change the scope or work of the councils and committees. Additionally, the BOD and ExCom will be fully involved in the process.

Mr. Crowther reported that people from his company will be engaged to complete a value stream map; this will document processes and waste will be quickly identified.

Mr. Mehboob reported that a final written report will be submitted to ExCom.

There was consensus that this working group should move forward. Staff support should be solicited as needed.

**EXECUTIVE SESSION**

Executive session was called at 11:19 am.

The open session meeting reconvened at 11:57 am.

**ADJOURNMENT**

The meeting adjourned at 12:03 pm.

\[Signature\]

Jeff H. Littleton, Secretary
ATTACHMENTS:
A. Theme Implementation Work Group Presentation
Implementation of Society Theme 20-21

Implementation Task Group report to ExCom
August 12, 2020
Steps to Implement the Society Theme

- Established a work group to produce an implementation plan
  - Farooq Mehboob, chair
  - Dr. Ahmed Alaa Eldin Mohamed
  - Hugh Crowther
  - Tim Wentz

- **19-day time frame to complete**
Committee Charge

• Create a plan so ASHRAE can become very proficient at:
  • Design for Manufacturing and Assembly (DfMA)
  • Operating in a digital landscape
  • Lean collaboration
  • Connected to the ‘Future of Work’

• Develop a model for workflow and the supporting infrastructure and procedures

• Differentiate into planning and implementation phases
Methodology

• Review:
  • Society 20-21 theme
  • PEC Ad Hoc report
  • Strategic Plan
  • Society 21-22 theme
  • ASHRAE Demographics

• Solicit input on current actions and plans
  • Councils and staff
  • President Gulledge

• Study workflow and collaboration requirements
• Brainstorming required actions
• Distill into specific actions for implementation
• Prepare recommendations
• Five broad categories, less students
• Single largest demographic are designers
• Ensure the elements of the plan address the largest demographics
Aspirational Goals of Society Theme

• Change the course of ASHRAE
  • Eliminate silos
  • Forge connections
  • Lean and agile collaboration
• Reviewed current ASHRAE business models
• Identified ways to increase gross margin and diversify its products and services
• Recommended seven action items

A transformational change breaks the existing framework, is unbound by time and cannot be undone
• **Action Item #3** – Adopt a product/service planning process that is market driven. The process should be developed by a cross-Council team and include Marketing. To leverage ASHRAE strengths, the process should include the appropriate path(s) within ASHRAE to optimize the development and marketing of the product/service identified by the process.

“Build it and they will come” – Field of Dreams
• **Action Item #4** – Align products and services across ASHRAE boundaries while simultaneously developing suites or portfolios of products to meet market needs. Alignment shall include addressing pricing and costs, along with coordinating regional and Society delivery of products and services.
Applying Society Theme

• Digital Landscape
  • Create a digital business plan
  • Develop tools to equip members in a digital world
  • Educate and empower members about new digital and technology trends

• Lean collaboration
  • Lean collaboration business plan
  • Market-driven approach
  • Financial analysis of performance
  • Remove waste

• Connections (Future of Work)
  • Portfolio development activity
  • Tools and processes for participation and communication
Transformational Changes – Digital Landscape

- Develop databases and algorithms for B2B (TechC)
- Develop education programs for members (PEC)
- Create Digital technology center for training and promotion (PEC)
- Deliver training and certification to local markets (MC)
- Digital tech and bldg. science industry outreach GGAC/WDC office

Fall 2020
Winter Meeting
Spring 2021
Annual Meeting
Fall 2021
Winter Meeting

Decision Point
Proposed activity
Transformational Changes – Lean Collaboration

- **Fall 2020**
  - Lean Market Study - Members
  - Lean Business Plan

- **Spring 2021**
  - Value Stream Map Society Functions (PEC)
  - Digital tech and bldg. science industry outreach
    - GGAC/WDC office

- **Fall 2021**
  - Remove Waste (PEC)
  - Remove Waste (TechC)
  - Remove Waste (MC)
  - Remove Waste (BOD)
  - Deliver training and certification to local markets (MC)

- **Winter Meeting**
  - Develop education programs for members (PEC)

- **Annual Meeting**
  - Value Stream Map Society Functions (MC)

- **Winter Meeting**
  - Value Stream Map Society Functions (BOD)
Transformational Changes – Connections

- Market Study - Members
- Market Study – Industry
- Energy audit platform (PEC, TechC, BEQ)
- Standards and Codes program (PEC, TechC, GGAC, WDC Office)
- Integrated training and certification program (PEC, MC)
- Product and Service Business Plan
- Virtual meeting tools and processes rollout (PEC, MC, TechC, BOD)
- Virtual Participation Tools assessment

= Decision Point

Proposed activity
Current Initiatives for the 20-21 Theme

• During President Gulledge’s PEAC, several actions were started

• These actions are important to support the Society’s theme but are not transformational
Transformational Changes – PEAC Actions

Virtual Design Track – Winter Meeting

ASHRAE Journal Articles
(Off site Construction, Digital twins, Future of Digital tools, Augmented Reality etc)

Digital Knowledge Portal
(complete)

Digital Twin for HQ

Podcasts
(digital tech, Lean, offsite construction etc)

DL Program
(Digital Age)

Virtual Design Conference
(spring 2021)

Std’s Development
(Std 229P - 2024, 205P – spring 2021)

Create DFMA/Offsite Construction TC (TechC)

= Decision Point

Proposed activity
### ASHRAE Digital Transformation Group

#### PEC Ad Hoc - Action Item #3

- **Digital business plan**
  - Market-driven product/service process
    - Industry Advisory Board on Digital D/C
  - Rapid survey capability
  - Integrated Design plan on ASHRAE's role
  - Developing design tools & Services
  - Includes data analytics

- **Lean collaboration business plan**
  - Collaboration between diverse groups
  - Tools and processes for virtual communication
Technology Council

- Connecting to value
  - Capitalize on opportunities
- Energize & Mobilize
  - Educate, Expose & Train

Pub/Ed Council

- Connecting to value
  - Capitalize on opportunities
- Energize & Mobilize
  - Educate, Expose & Train

Members Council

- Connecting to value
  - Capitalize on opportunities
- Energize & Mobilize
  - Educate, Expose & Train

Committees Outside Councils

- Connecting to value
  - Capitalize on opportunities
- Energize & Mobilize
  - Educate, Expose & Train

Portfolio Development Activity
(Facilitated by Digital Transformation Group)

PEC Ad Hoc - Action Item #4

Cross-Council Collaboration

Add value to products, services and members

Delivery to Grassroots and Market
(Marketing, sales, education, etc.)

Market/Grassroots
Recommendations

• Direct the creation of a new TC for DfMA/Offsite Construction
• Create the Digital Transformation Group for applying the Society theme
• Address the need for society streamlining by assigning to an appropriate entity