



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**Friday, June 23, 2023
1:00PM – 4:00PM
TAMPA, FL**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the August 22, 2023 meeting.

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June 23, 2023

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PRINCIPAL APPROVED MOTIONS
 Planning Committee Meeting
June 23, 2023

No. – Pg.	Motion
1-2	The minutes for the February 3, 2023 meeting of the Planning Committee be approved as presented.
2-3	The Implementation and Innovation Subcommittee recommends to the Planning Committee that the Reference Manual Supplement as presented be considered a historical document of the Planning Committee.
3-4	The Implementation and Innovation Subcommittee recommends to the Planning Committee that the Reference Manual be approved as presented.
4-4	The Implementation and Innovation Subcommittee recommends to the Planning Committee that the Draft Strategic Planning Manual be approved as presented.
5-4	<p>The Implementation and Innovation Subcommittee recommends the following to the Planning Committee:</p> <p>That up to three (3) consultant positions, from non-active or non-ASHRAE Members that are leaders in the built environment, be added to the Planning Committee as resources for the purpose of creating and maintaining the Society Strategic Plan. The term of service for consultants noted shall be one- year to coincide with the ASHRAE fiscal year. This shall start on July 1, 2024 and be annually appointed.</p>
6-9	The June 23, 2023 meeting of the Planning Committee be adjourned.

ACTION ITEMS
Planning Committee Meeting
June 23, 2023

No. – Pg.	Responsibility	Summary
1-9	Mr. Littleton	Distribute briefing documents from last strategic plan development along with the executive summary from the last strategic plan consultant's environmental scan.
2-9	Staff	Look into a method for capturing ongoing strategic planning feedback and input in an effort to continuously strategic plan.

MINUTES
Planning Committee Meeting
June 23, 2023
1:00PM – 4:00PM EDT

MEMBERS PRESENT:

Heather Platt Gulledge, Chair
Stephanie Kunkel, Vice Chair
Trent Hunt
Wade Conlan
Jake Kopocis
Blake Ellis
Farhan Mehboob
Mark Miller
Michael Patton
Andres Sepulveda
Chad Smith
Dunstan Macauley, Coordinating Officer

GUESTS:

Devin Abellon	Jim Arnold
Doug Cochrane	Franco D’Atri
Rupesh Iyengar	Sarah Maston
Madison Schultz	Joe Sanders
Jonathan Smith	Don Brandt
Mahroo Eftekhari	Wei Sun
Corey Metzger	Farooq Mehboob
Buzz Wright	Billy Austin
Ron Gagnon	Dennis Knight
Dennis Hassett	Bill McQuade

STAFF PRESENT:

Jeff Littleton, Executive Vice President
Vanita Gupta, Staff Director, Marketing
Stephanie Reiniche, Staff Director, Technology
Mark Owen, Staff Director, Publications
Kirstin Pilot, Staff Director, Development
Chandrias Jolly, Manager - Board Services
Candace DeV Vaughn, Sr. Manager - Board Services

CALL TO ORDER

Ms. Platt Gulledge called the meeting to order at 1:01 p.m. on Friday, June 23, 2023.

ASHRAE CODE OF ETHICS COMMITMENT

Ms. Platt Gulledge read the code of ethics.

ROLL CALL

Roll call was done. Members and staff in attendance as listed above. A quorum was present.

REVIEW OF AGENDA

The agenda was reviewed and accepted as presented.

APPROVAL OF MINUTES

(1) The minutes for the February 3, 2023 meeting of the Planning Committee be approved as presented.

MOTION 1 PASSED (Unanimous Voice Vote, CNV)

ASHRAE LEADERSHIP PRESENTATION

Mr. Macauley gave the ASHRAE Leadership Presentation to the full committee. Committee members were thanked for their commitment and time dedicated to ASHRAE. Below is a summary of the presentation and comments received:

The committee was reminded of the commercialism, harassment and discrimination policy, and the code of ethics. Members were encouraged to be aware of all of the policies mentioned.

The employer thank you letter opportunity was noted. Mr. Macauley shared that volunteers do a lot of work for ASHRAE. As a result, we want to thank them for their work.

New BOD members and new members of the DEI subcommittee were reviewed.

Committee and council nominations and their due dates were referenced. Members were encouraged to self-nominate for council and committee positions.

Current and ongoing efforts of the Task Force for Building Decarbonization were addressed. The committee was notified that the group will meet Sunday of the conference.

Provided a snapshot of the overall activities of the Society.

New member benefits and options were highlighted.

Noted first ever Pathogen Mitigation Standard. Shared that approval of the standard was anticipated on Saturday. Mr. Macauley shared that this was a herculean effort and great work had been done.

World Refrigeration Day was noted as June 26, 2023.

Provided updates/locations of future conferences.

SUBCOMMITTEE AND AD HOC REPORTS**Validation and Documentation Subcommittee**

Mr. Sepulveda provided an update regarding activities of the subcommittee.

He thanked Mr. Smith and Ms. Platt Gullledge for helping to gather MBOs from the councils for inclusion in the subcommittee presentation. He reported that the presentation reflects membership survey results as well as traction with the strategic plan website and the plan itself since implementation.

It was noted that certain groups downloaded the strategic plan more than others based on website metrics and key word tracking on the ASHRAE website. There was an increase in decarbonization but a decline in the remaining keywords noted in reviewing strategic plan website metrics.

Mr. Sepulveda shared that decarbonization will probably continue to have steady traction if included in the next strategic plan.

Below is a summary of comments regarding the report of the subcommittee as noted during the meeting:

In reviewing Initiative 3 of the strategic plan, operating cost per member was reviewed. Mr. Sepulveda reported that the goal in 2019 was to decrease and hold annual operating cost per member at the 2013/2014 levels.

Mr. Littleton -The cost of serving members did not go down much. Cost for running meetings virtually should have gone down per member as we weren't holding many in-person meetings. Though this was the case, the cost of virtual meetings didn't go unnoticed as there was still a cost.

Mr. Smith - While focusing on decarbonization, we have to leverage our activities to also support all of the other important topics such as IEQ, DEI, etc. We shouldn't be too focused on decarbonization. Organizations will believe we only specialize in that alone and we can offer so much more. Have to make sure other items of importance are present in council and committee MBOs as well.

Mr. Mehboob (committee member) - Asked for a deeper dive into the slide that references keywords that have gained traction. Noted that the total number of searches is 22-23 is less than most things on the website. Can we get data that represents the total number of searches on the website. If we are only reviewing keywords, is that enough data for us to act on?

Ms. Gupta - The data presented only represents keywords. We can add the data for the total number of searches on the website regarding the strategic plan to the Marketing dashboard.

Ms. Platt Gulledge - The references to key words used by the subcommittee are based on the strategic plan and specific words used in the plan. It is used as a reference for how many people are looking for the things that are in the current plan. Future plans should meet what people are looking for as a forward-looking effort.

Mr. Mehboob (committee member) – The committee should look at website traction in a granular way. Other things are happening in other parts of the world. Would be helpful to split data provided regarding the strategic plan to compare U.S. centric traction to international traction. We should also determine how to improve engagement for future strategic plan development.

Mr. Littleton - Agreed with Mr. Mehboob's comments and shared that searching the website in its entirety is a good viewpoint as opposed to just reviewing traction on the strategic planning webpage. We should also consider page visits as well.

Implementation and Innovation Subcommittee

Mr. Hunt reported that the subcommittee spent most of its time during the Society Year focusing on committee related housekeeping items. He thanked members and staff for their work throughout the year.

Mr. Hunt moved that

(2) The Implementation and Innovation Subcommittee recommends to the Planning Committee that the Reference Manual Supplement be considered a historical document of the Planning Committee.

Mr. Hunt shared that during review of the committees governing documents, there were a lot of things that needed to be cleaned up. While reviewing, it was determined by the subcommittee that some information either needed to go into a new document, be included in the main Reference Manual, or be considered historical data.

The intent of making the document historical is so the information remaining continues to be accessible by the Planning Committee for possible future use or reference.

MOTION 2 PASSED (10:0:0, CNV)

Mr. Hunt moved that

(3) The Implementation and Innovation Subcommittee recommends to the Planning Committee that the Reference Manual be approved as presented.

It was noted that the Reference Manual was modified to reference the strategic planning manual. The majority of the remaining updates were editorial in nature and very few.

MOTION 3 PASSED (10:0:0, CNV)

Mr. Hunt moved that

(4) The Implementation and Innovation Subcommittee recommends to the Planning Committee that the Draft Strategic Planning Manual be approved as presented.

Mr. Hunt shared that some information from the Reference Manual Supplement and from previous strategic planning efforts were included in the Strategic Planning Manual. The subcommittee's intent of the document is for it to be used by future committees with strategic planning development.

MOTION 4 PASSED (10:0:0, CNV)

Mr. Hunt moved that

(5) The Implementation and Innovation Subcommittee recommends the following to the Planning Committee:

That up to three (3) consultant positions, from non-active or non-ASHRAE Members that are leaders in the built environment, be added to the Planning Committee as resources for the purpose of creating and maintaining the Society Strategic Plan. The term of service for consultants noted shall be one-year to coincide with the ASHRAE fiscal year. This shall start on July 1, 2024 and be annually appointed.

A summary of the discussion is provided below:

Mr. Smith – Is this for the strategic plan or is there something else included in the scope of evaluation? Who has the task of evaluating the charge of the consultant or consultants? Does this go back to the I&I subcommittee?

Mr. Kopocis – This is for the strategic plan during development.

Mr. Hunt – The leadership of Planning would determine at that time what the charge of the consultants would be.

Mr. Kopocis – It's really up to the chair of PLC to determine the best use for the consultants appointed.

Mr. Littleton – The consultant fee noted is for an expert in the built environment. This is not a strategic plan consultant. So, for clarification, the idea is to pay a building owner to be a member of PLC, and this would only be during the strategic planning process. Couldn't we use the knowledge of volunteers for this as opposed to paying a consulting fee? We have a lot of volunteers that may have outside connections. There is also overlap between the Strategic Advisory Panel recently appointed by the BOD and the concept being presented here.

Mr. Hunt – We would prefer not to pay but may have to depending on who we may have to attract.

Mr. Kopocis – There is a lot of perception that the BOD makes more decisions about the strategic plan than the actual Planning Committee. If that body should make decisions regarding the plan then this committee shouldn't exist.

Mr. Littleton – The BOD is responsible for the strategic plan for ASHRAE. Ultimately, the BOD owns the plan.

Mr. Kopocis – The intent of the consulting fee is if there is someone in the built environment, C-Suite level specifically, and the company does not currently support ASHRAE, we would like them to be considered as consultants. Membership is declining in North America. We may need to lure them with compensation.

Mr. Conlan noted that he agrees with Mr. Littleton's comments, however, as the subcommittee discussed this, it is being brought forward.

Mr. Macauley – The BOD passed the motion to establish an advisory panel. Is it possible that since there is a lot of overlap, can we tap into that group and utilize what that group is doing? The intent is to appoint the group July 1st.

Mr. Hunt – We are recommending this so that it goes to the BOD for consideration. They will have the choice to address this in the manner they would like. If we don't pass this then it doesn't go to the BOD for review.

Mr. Conlan – This recommendation is not unknown to the upcoming president of the society. She was made aware prior to today's meeting that this would be considered.

Mr. Kopocis – The consulting fee is added as a tool or function to be able to remove barriers if someone is identified that would be highly valuable. We should ask if there is harm in paying someone for their valuable insight. Financial implications were placed here if needed. Intent is to not use it.

Mr. Smith – Covering conference registration for a consultant is allowable. The financial implications as provided, if used, may be high. As a committee we should be able to agree. We may need to find alternatives.

Mr. Littleton – There are some ROBs related to consultants. A consultant is appointed by the PE without vote. There could be some confusion about the word consultant. Suggest adding a member as opposed to a consultant. The concept doesn't change but the BOD may get wrapped up in the terms used.

Mr. Conlan – In the document presented, it is noted that the PE will appoint.

Mr. Kopocis – If we are going to have a plan that accomplishes real change, we need to do some out of the box things. This is a relatively small step, but we should ask ourselves what we are going to do to effect change with the new plan.

Ms. Platt Gullledge – We need to look at the ROB and possibly propose changes.

Mr. Ellis spoke in favor of the motion. There are a lot of items that should be figured out regarding how to implement this recommendation. Great way to get some market feedback on what potential members are seeking from ASHRAE.

Mr. Littleton agreed with Mr. Kopocis. Converging the advisory panel with the strategic planning development process is a better approach than putting forward a motion that includes paid consultants.

Mr. McQuade - Consultants during last strategic plan development did offer surveying of outside parties as a part of their service. They investigated looking at what outside organizations see as ASHRAE's strengths and weaknesses. Facilitator could do what is being suggested by the addition of consultants as part of their services. Typically, they do that all the time.

Ms. Eftekhari – If international membership is increasing, we should see what they are doing. An idea could be growing membership by growing student branches. We should do the same in the U.S. There are other methods that are more efficient to gain some perspective on ASHRAE's strengths, weaknesses, and other feedback.

Mr. Mehboob (president) spoke in favor of the motion. We don't know as of now how much time the advisors appointed by the BOD will have to devote to efforts outside of the panel.

Mr. Macauley– This motion should go to SRC before going to the BOD. Agree with the intent of the motion. Merging the two would be better use of volunteer time.

Mr. Littleton – If the committee's intent is to have this item presented to the BOD, we should move forward with presenting this recommendation. We do not want to possibly halt review if this is something the committee would like to act on.

Mr. Hunt – The hope was that we might have members of that group serving on Planning, assigned by the PE. We needed to bring this up because we were tasked with it.

Ms. Platt Gullledge – This needs to go to the BOD on Sunday on the PLC Report to the BOD.

MOTION 5 PASSED (10:0:0, CNV)

2019-25 Strategic Plan Decarb Ad Hoc Activity Update

Mr. Conlan reported that activities of the ad hoc were now complete. The midterm update of the 2019-25 strategic plan was previously approved by the BOD.

BOD APPROVED MOTION FOR PLC ACTION

Ms. Kunkel reminded the committee that during the Winter Conference, the BOD approved a motion for an annual half day retreat. The retreat is intended to be called with members of the BOD and Planning Committee for strategic planning efforts.

The committee was updated that the Chair, Vice Chair, Coordinating Officer, and Co-Chairs of the Strategic Plan Development Subcommittee will attend the session.

Tentative components of the future PLC and BOD Strategic Planning Session were discussed. Final components will be at the discretion of the 2023-24 Strategic Plan Development Subcommittee.

STRATEGIC PLAN DEVELOPMENT – NEXT STEPS

Ms. Kunkel shared that based on the lessons learned documents and other items made available by past Planning Committees, a tentative timeline for strategic plan development was created. This timeline will be given to the Strategic Plan Development Subcommittee for adjustment as needed.

Mr. Mehboob (committee member) noted that there was a conversation regarding a plan for a 5, 10, and 20-year outlook of the Society. Wants to make sure the committee keeps this on its radar while working on the 3-year plan.

Ms. Kunkel notified the committee that goals for 1, 3, 5, 10, 20 years and beyond will be considered. This task was shared with the Implementation and Innovation Subcommittee and will be a part of their work for the 2023-24 Society Year.

MBO UPDATE

MBOs 1-3 and 5 were reported as complete. MBO 4 was removed as metrics for the next strategic plan will need to be done in conjunction with the plan's development.

RECOGNITION OF OUTGOING MEMBERS

Ms. Platt Gullledge recognized and thanked the following members for their service throughout the Society Year:

- Mr. Blake Ellis
- Mr. Mark Miller
- Dr. Ahmed Alaa Eldin Mohammed

Ms. Kunkel was also thanked for her service during the year and for keeping the committee moving forward during Ms. Platt Gullledge's brief and necessary interruption from participation as Chair.

CHANGE OF CHAIR

The meeting was turned over to Ms. Kunkel. Ms. Platt Gullledge was thanked for her leadership throughout the Society Year.

2023-24 SUBCOMMITTEE ASSIGNMENTS & MBOs

Ms. Kunkel reviewed subcommittee assignments as noted below:

Validation and Documentation Subcommittee	Implementation and Innovation Subcommittee	Strategic Plan Development Subcommittee
<ul style="list-style-type: none"> • Andres Sepulveda, Co-Chair • Chad Smith, Co-Chair • Doug Cochrane, Member • Michael Patton, Member • Heather Schopplein, Member • Mahroo Eftekhari, Member 	<ul style="list-style-type: none"> • Jake Kopocis, Co-Chair • Madison Schultz, Co-Chair • Farhan Mehboob, Member • Rupesh Iyengar, Member • Jonathan Smith, Member • Corey Metzger, Member 	<ul style="list-style-type: none"> • Devin Abellon, Co-Chair • Dunstan Macauley, Co-Chair • Sheila Hayter, Member • Mick Schwedler, Member • Chandra Sekhar, Member • Buzz Wright, Member

She shared that MBOs as presented should be considered drafts. Would like the committee to review the draft MBOs and determine any edits if needed.

Once everyone has reviewed them, final MBOs will be sent following this meeting.

A summary of comments received regarding MBOs and assignments for the 2023-24 Society Year are noted below:

For the Validation and Document Subcommittee, getting MBO data is always challenging no matter what committee you are on. We need to have a system where the appropriate data is available to everyone. There should be a unified method for collecting MBOs and submitting MBOs. We need to find a way of getting this organized so that we are more effective.

When our membership survey went out, less than 5% of members knew we even had a strategic plan. Responses to the survey were low. When working on MBOs, always try to think what we can do to help membership understand.

This is an intended task for the I&I subcommittee to provide a minimum of 3 innovative ideas to increase the value of ASHRAE membership and resources.

There may be a lot of focus on YEA and programs regarding the next Society theme. We don't know what our market potential is. Finding the sources of that data is helpful especially globally.

It was noted that PLC will be coordinating with PEAC to determine possible topics for inclusion in the next strategic plan as the strategic plan should relate to Society theme in some way.

MBOs will be finalized the first week of July and will be distributed to the committee at that time.

It was noted that the 2023-24 Chair and Vice Chair of Members Council worked together to create MBOs for the council. Council requirements as noted in the ROB were shared.

All council leaders should work to make councils and their reporting committees knowledgeable of strategic planning efforts as listed in their own respective ROB.

It was shared that committees and councils with strategic direction in their ROB, were asked prior to the Conference to have strategic discussions added to their agenda. Council liaisons from PLC have been assigned and were asked to attend their assigned council meetings, if possible, beginning at this Conference.

Our objective is to get feedback. There might be some simpler mechanism regarding this.

Two cycles ago there was a whole series of strategic plan briefings that were presented. May have been overkill. Some reports were 25-30 pages. May not have been realistic to ask the BOD to review. Worthwhile to think about as far as the market scan. What kind of knowledge base does the BOD need to execute regarding a business strategy. Do we want to engage in this as a prelude? If so, what would that look like and how would that get done? Would it be more valuable than lengthy reports?

ACTION ITEM - Mr. Littleton was asked to distribute briefing documents from last strategic plan development cycle and along with the executive summary from the last strategic plan consultant's environmental scan.

AI-1

It was noted that during the last plan, staff directors along with several PLC members put together the state of the Society and members researched major industry trends.

Maybe we need some type of portal. The data should be available and should be able to be accessed by various members. A portal will do that, and it could provide a snapshot of progress every month.

ACTION ITEM - Staff will look into a method for capturing ongoing strategic planning feedback and input in an effort to continuously strategic plan.

AI-2

FUTURE MEETINGS

Ms. Kunkel notified the committee that full committee, subcommittee, and leadership meetings will be scheduled by staff soon.

Final details of the strategic planning session with the BOD will also be made available soon.

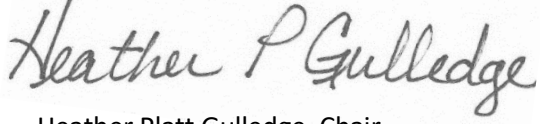
ADJOURNMENT

It was moved and seconded that

(6) The June 23, 2023 meeting of the Planning Committee be adjourned at 4:03 p.m.

MOTION 6 PASSED (Unanimous Voice Vote, CNV)

Respectfully Submitted,

A handwritten signature in black ink that reads "Heather P. Gullledge". The signature is written in a cursive style with a large initial 'H' and 'G'.

Heather Platt Gullledge, Chair