



Shaping Tomorrow's  
Built Environment Today

**MINUTES**

**PLANNING COMMITTEE MEETING**

**Friday, February 3, 2023  
1:00PM – 4:00PM  
ATLANTA, GA**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the June 23, 2023 meeting.*

**TABLE OF CONTENTS**  
Planning Committee Meeting  
February 3, 2023

<b>CALL TO ORDER</b> .....	<b>1</b>
<b>ASHRAE CODE OF ETHICS COMMITMENT</b> .....	<b>1</b>
<b>FOR INFORMATION ONLY: ASHRAE SIMPLIFIED RULES OF ORDER – QUICK REFERENCE</b> .....	<b>1</b>
<b>ROLL CALL</b> .....	<b>1</b>
<b>REVIEW OF AGENDA</b> .....	<b>1</b>
<b>APPROVAL OF MINUTES</b> .....	<b>2</b>
<b>ASHRAE LEADERSHIP PRESENTATION</b> .....	<b>2</b>
<b>SUBCOMMITTEE AND AD HOC REPORTS</b> .....	<b>2-3</b>
Validation and Documentation Subcommittee.....	<b>2-3</b>
Implementation and Innovation Subcommittee.....	<b>3</b>
2019-25 Strategic Plan Decarb Ad Hoc Activity Update.....	<b>3-6</b>
<b>NEXT STRATEGIC PLAN DEVELOPMENT CYCLE</b> .....	<b>6-7</b>
Length of Plan.....	<b>6-7</b>
Draft RFP.....	<b>7-8</b>
<b>MBO UPDATE</b> .....	<b>8-9</b>
<b>OLD BUSINESS</b> .....	<b>8</b>
Non-ASHRAE Advisors Team and Regional Support Staff.....	<b>9</b>
<b>FUTURE MEETINGS</b> .....	<b>9-10</b>
<b>ADJOURNMENT</b> .....	<b>10</b>

**PRINCIPAL MOTIONS**  
Planning Committee Meeting  
February 3, 2023

<b>No. – Pg.</b>	<b>Summary</b>
1-2	<b>The minutes for the November 9, 2022 meeting of the Planning Committee be approved as presented.</b>
2-3	<b>Revisions to the 2019-25 midterm update of the strategic plan as presented in ATTACHMENT A be approved.</b>
3-6	<b>The title of initiative 1 in the revised 2019-25 strategic plan be updated to Resiliency and Decarbonization.</b>
4-6	<b>The length of the next strategic plan to begin in 2025 should be 3-years in length.</b>
5-9	<b>The two referred Board subcommittee recommendations regarding a non-ASHRAE Advisors team and regional support staff be forwarded to the Implementation and Innovation Subcommittee for review.</b>
6-9	<b>The referred motion regarding regional support staff be suspended and no longer investigated by the Planning Committee.</b>
7-10	<b>The February 3, 2023 Planning Committee meeting be adjourned.</b>

**MINUTES**  
Planning Committee Meeting  
**February 3, 2023**  
**1:00PM – 4:00PM EDT**

**MEMBERS PRESENT:**

Heather Platt Gulledge, Chair  
Stephanie Kunkel, Vice Chair  
Wade Conlan  
Blake Ellis  
Farhan Mehboob  
Mark Miller  
Ahmed Alaa Eldin Mohamed  
Michael Patton  
Andres Sepulveda  
Chad Smith  
Dunstan Macauley, CO

**GUESTS:**

Don Brandt	Ron Gagnon
Ginger Scoggins	Lionel Davis
Ashish Rakheja	Bill McQuade
Jonathan Smith	Dennis Knight
Doug Cochrane	Art Giesler
Adeeba Mehboob	Chris Gray
Farooq Mehboob	
Ron Jarnagin	
Billy Austin	
Katherine Neeld	
Jim Arnold	
Kishor Khankari	

**STAFF PRESENT:**

Jeff Littleton, Executive Vice President  
Joyce Abrams, Staff Director, Member Services  
Kim Mitchell, Staff Director, Development  
Stephanie Reiniche, Staff Director, Technology  
Vanita Gupta, Staff Director, Marketing  
Kirstin Pilot, Manager, Development  
Chandrias Jolly, Assistant Manager - Board Services  
Candace DeVaughn, Manager - Board Services

Ms. Kunkel chaired the meeting as Ms. Platt Gulledge attended virtually.

**CALL TO ORDER**

Ms. Kunkel called the meeting to order at 12:59 p.m.

**ASHRAE CODE OF ETHICS COMMITMENT**

Ms. Kunkel read the ASHRAE Code of Ethics commitment.

**FOR INFORMATION ONLY: ASHRAE SIMPLIFIED RULES OF ORDER – QUICK REFERENCE**

Ms. Kunkel noted that the ASHRAE Simplified Rules of Order had been attached to the agenda as a reference.

**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**

Mr. Mehboob (committee member) moved and Mr. Conlan seconded that

**(1) The minutes for the November 9, 2022 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.

*Shared that as members go through their careers, we should make sure to develop young members. Asked for qualified members and asked them to nominate themselves.*

*Also noted H&A is to be considered compensation for member work. Nominating volunteers for their outstanding work is a good way to recognize members who are exceling in ASHRAE.*

*Mr. Littleton shared that there has been some confusion regarding members and if they can nominate themselves. Encouraged members who are interested in Society level positions to nominate themselves. Noted the President-Elect will be soon working with the incoming members of ExCom to set committee and other presidential appointments for the 2023-24 Society Year.*

*Mr. Macauley notified the committee that the President will be giving an update on his theme during the President's Luncheon.*

*He also updated the committee on recent activities of the TFB. The task force has started to get the Society back on track with decarbonization initiatives. They currently have several guides they are working on and should be considered the knowledge hub for ASHRAE regarding decarbonization.*

*Provided a snapshot of the overall activities of the Society. Shared that government outreach days have been a big success and have grown on a global scale.*

*Noted there is a video that highlights the benefits of ASHRAE membership.*

*Provided updates/locations of future conferences.*

### **SUBCOMMITTEE AND AD HOC REPORTS**

#### **Validation and Documentation Subcommittee**

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

He shared that the subcommittee has reviewed and compiled results of the annual membership survey sent to membership in the fall of 2022. The response time for the survey was extended this fall and incentives were increased in order to gain a higher response rate. Though the response time was extended, there was still a low response rate.

Below are comments regarding the survey as noted during the meeting:

*Mr. Gagnon - Could the survey be DRC driven to increase results?*

*Mr. Smith – The subcommittee did talk about this; however it was conveyed that that the timing of when the survey is sent out does not align with the Spring CRCs. We also discussed if the survey could be a function of Members Council moving forward.*

*Mr. Alaa - We should think outside of the box. We need to reach members who are not typically involved at the Society and regional levels.*

*The Committee and guests in attendance were verbally surveyed to determine who typically completes surveys distributed by ASHRAE. What would initiate a greater response?*

*Mr. Mehboob (committee member) - Members need to know where the responses go in order to get more traction. The messaging should indicate what is actually done with the responses.*

*Mr. Mehboob (current ASHRAE President) - There is a DEI subcommittee of the BOD. Shared that as a part of ongoing DEI initiatives, the BOD has been doing a deep dive into the book Blind Spot. The author of the book shared why surveys are ineffective as those responding do not speak their mind. If you want to know what people think, you have to talk to them. We have the best brains in our society sitting on this committee. Thinks PLC does not need to ask what we should be doing. Feedback and input are just background information. Noted that PLC is doing BOD work.*

*Ms. Kunkel - The survey has been used to capture member input and preference regarding key topics in future strategic plans.*

*Mr. Kopocis – The tool we are using to send the survey is broken. Let's not take the broken tool and send it somewhere else.*

*Mr. Sepulveda – It would be good to include comments from the industry roundtable as it may have captured comments from members that are not super active in Society.*

### **Implementation and Innovation Subcommittee**

Mr. Miller reported on the activities of the subcommittee. Noted that the subcommittee has been breaking down the PLC Reference Manual Supplement to determine what items need to be rewritten, removed, and/or kept.

Noted that a strategic plan development manual is also in progress.

### **2019-25 Strategic Plan Decarb Ad Hoc Activity Update**

Mr. Conlan moved that

**(2) Revisions to the 2019-25 midterm update of the strategic plan as presented in ATTACHMENT A be approved.**

Mr. Conlan provided background regarding the changes proposed.

The ASHRAE President tasked the Task Force for Building Decarbonization with reviewing the Strategic Plan and

suggesting updates to include an increased focus on decarbonization. The TFBD provided the 2019-25 Strategic Plan Decarb Ad Hoc with a recommendation to replace Initiative 1 – Resiliency.

The Ad Hoc reviewed MBO progress of committees and councils regarding Initiative 1 – Resiliency. The review of the 2021-22 MBOs as tracked by the PLC Monitoring Subcommittee indicated that resiliency was the least selected initiative across all MBOs.

In review of MBOs the following was also determined:

- Members Council had limited, if any MBOs, targeting resiliency.
- Technology Council had less than five (5) items targeting resiliency.
  - There is an MTG on resiliency.
  - Resiliency website on ASHRAE site has not been updated in several years.
- Publication and Education Council had no items targeting resiliency.

The Ad Hoc also reviewed possible MBOs and projects underway that target the topic of decarbonization.

Members Council had no MBOs on decarbonization but have the following actionable items targeting Decarb:

- CEC working on the 2023 Industry Decarbonization Conference (as identified in PEAC)
- Student Activities Committee is figuring out how decarbonization could be added to the Student Design Project.
- Chapter Technology Transfer Committee has identified decarbonization as a topic of interest amongst Distinguished Lecturers and the Chapters.
- Honors & Awards is investigating a new decarbonization award as well as a decarbonization Technology Award (as identified by PEAC)
- Young Engineers in ASHRAE has been asked by PEAC to consider a decarbonization challenge.
- Region Operations Subcommittee of Member's Council will be working with the TFBD and ASHRAE Marketing to spread the word to chapters and members on ASHRAE's decarbonization activities.

Technology Council

- Residential Building Committee, Standards Committee and Environmental Health Committee have MBOs related to carbon.
- Standard 240P
- Standard 228
- Standards 90.1, 100, 189.1, and 211 are planning to address carbon.
- TFBD planned documents out for bid – Heat Pump and Healthcare Decarb
- TFBD Retrofit Guide bids received.
- TFBD website to be relaunched 2/1

Pub&Ed Council (PEC)

- PEC identified creating a new product based on TFBD or Environmental Task Force (ETF)
- Certification has an MBO item related to decarbonization, and none related to resiliency.

The Ad Hoc discussed the potential of a 5<sup>th</sup> initiative versus a replacement. Discussions with multiple people confirmed that there was not a restriction on the number of initiatives.

If this change were selected, there would need to be editorial updates to the Strategic Plan charts.

The Ad Hoc also felt that there would be staff time to update the Strategic Plan including the web version as well as the PPT from PLC.

Below is a summary of the discussion regarding the proposed changes:

*Mr. Ellis – There was an external and internal focus into the current plan by the TFBD. Logic was it might be easier just to replace the resiliency initiative.*

*Mr. Macauley – The strategic plan should be taking us into the direction we need to get to and where we need to operate as a society. Not what we are doing in the moment. Resiliency just needs more focus. It's important. When the current plan was developed by PLC and the BOD, the critical issue of the day was noted as resiliency and prioritized over decarbonization. The BOD at the time felt resiliency was a critical issue. None of that has changed. Only difference is that there has been an IAQ movement in our industry.*

*Ms. Scoggins – During the development of the last plan, there was no discussion of decarbonization. Resiliency and decarbonization are not mutually exclusive. Addressing resiliency addresses decarbonization as well.*

*Mr. Littleton – This is symptomatic of trends in the built environment. The 18-month development cycle used for past strategic plans doesn't work anymore. Too long given the speed at which things are going in the built environment. Why not develop a new plan in 4 to 6 months with a 3-year life span? Or maybe there is a continuous strategic planning exercise? You could argue that adding decarbonization to the plan is continuous strategic planning.*

*Mr. McQuade – Initiatives from the last plan are vehicles that affect the change you are trying to make. The four initiatives in the current plan were used to bring change to the society so we picked two internal facing items. Resiliency was a large initiative that included adaptation.*

*Mr. Mehboob (current ASHRAE President) – By definition, strategic planning is a coherent set of decisions that get you to a definition. It is not about initiatives. If we find that our plan has a goal then the steps to get there are the initiatives. ASHRAE needs to have a vision that will be realized with an end goal. Tactics are not strategic. We should keep front and center what is strategic and what is tactical.*

*Mr. Mehboob (committee member) – Does decarb have to be an initiative in order for us to go through with it?*

*Ms. Platt Gullledge – We should be doing updates to the plan yearly. Decarbonization and resiliency in buildings go together. A lot of the themes can be intertwined. Likes what is being proposed but wondering if there is a way to just do a brief update. Likes the direction but with the schedule we have coming up, wondering if there is a scaled down version that we can use for a short-term update and still meet the objectives of some of the decarbonization items.*

*Mr. Conlan – We discussed the option of merging or rewriting. We discussed why we were being asked to update the current plan as opposed to writing a new one. The group felt a change out of initiatives would be better.*

*Ms. Scoggins – The revision presented ties this all together. Initiative 1 can be resilience and decarbonization. Spending a lot of time talking about a plan that has a life span of one more year.*

*Mr. Kopocis – Seems like we are getting trapped in minutia. We take deep dives into things that other committees should be working on. We should be making small high-quality decisions. Stated that membership is down 10%. We need to think about where we are going.*

*Mr. Littleton – Membership is down 5% which is to be considered normal given the climate of the recent pandemic.*

**MOTION 2 PASSED (7:3:0, CV)**

Mr. Patton moved and Mr. Smith seconded that

**(3) The title of initiative 1 in the revised 2019-25 strategic plan be updated to Resiliency and Decarbonization.**

**MOTION 3 PASSED (6:0:4, CV)**

**NEXT STRATEGIC PLAN DEVELOPMENT CYCLE**

**Length of Plan**

Mr. Smith moved and Ms. Platt Gullledge seconded that

**(4) The length of the next strategic plan to begin in 2025 should be 3-years in length.**

There was discussion of the motion. A summary of comments has been provided below:

*When is traction gained on initiatives by committees and councils?*

*Will we continue to do a 10-year look out of the plan?*

*Is there background regarding this and fiscal impact?*

*It was noted that no background is needed as the motion was made at the meeting.*

*How long will we take to develop a 3-year plan?*

*Should there be items that are different lengths of time? It may be too granular if we are not picking on decarbonization or resiliency.*

*Last meeting, we talked about decarbonization and what that meant. Asked TCs if they were aware of the plan. Only a third are aware. The plan, no matter the length, should serve the goals of the society. If we are not doing a good job of pointing out the strategic plan and its importance, it does not work.*

*There is most likely a small fiscal impact. If you are developing 3-year plans instead of five-year plans.*

*We need a long range, intermediate, and yearly plan. The 3-year plan has to come with a long range look out.*

*The plan before this one was prescriptive. Things didn't get done. There was some resistance. In this plan it was purposely kept higher level with the councils determining what fits into those buckets. It takes discipline from the councils to take ownership of those initiatives.*

*We wanted to set up a structure internal to planning. We tasked a group with looking at the 10-year plus outlook. The plan should be looked at as a steppingstone by reviewing the plan a year before its end and asking what we have achieved. The plan should be set up to have steppingstones. Every year there will be a new focus for the plan. We have to be flexible.*

*A plan that's ending in 3 years can still have continued initiatives.*

*Society is looking for Planning to know the long road ahead. Will a 3-year plan accomplish this?*

*What did we learn from the last plan and what was accomplished? This needs to be discussed. What have we learned from the plan we currently have in place? The facilitator and/or consultant needs to review these questions and address them.*

*PLCs job is to look at the long-range trajectory. We need a plan to get there. The facilitator will help to identify what actions we need to take to get there.*

*The strategic plan is a long-range vision. Its good but it is a roadmap to that plan.*

*Why can't we pass this motion and then say we also need to create a longer plan. Doesn't remember if committees were engaged regarding the strategic plan.*

*Should we continue to call it a strategic plan? If it's long range it seems more like a mission. Maybe we can look into this at a later time.*

#### **MOTION 4 PASSED (8:2:0, CV)**

##### **Draft RFP**

Ms. Kunkel reminded the committee that a draft version of the RFP was sent to the committee for review. She reiterated that the RFP is the document that will be sent to consultants for bidding in the development of the strategic plan.

Mr. Ellis provided feedback that PLC shouldn't engage a consultant this year. The best time to engage the consultant and the BOD is at the fall BOD meeting. Need to announce in spring for engagement of the plan.

When will funding need to be requested for this based on the noted timeline in the RFP?

Mr. Littleton suggested requesting the funds now and not waiting until the next Society Year. We could initially request funds at this meeting. Planning would be pushing the expense forward by about 4 months.

Ms. Platt Gullede notified the committee that if PLC moves forward with asking for funds for a consultant at this meeting, we can say it's an advance and will have the selected consultant with the total fee incorporated into next year's budget.

Mr. Kopocis inquired what process has been used for past strategic plans and requesting a consultant. Would it be wise to request RFPs in the next 6 to 8 months to start July 1 and then go to the Finance Committee and the BOD to request the money?

Ms. Platt Gullledge shared that in reviewing past PLC items, the fee for a consultant has been well over 100K. The advance could be available in May or June when we list the consultant.

When are we wanting to get the next strategic plan before the membership?

Ms. Kunkel notified the committee that it may be best to strive for a release date of January 25, 2025, for the next strategic plan.

It was noted that strategic plans are typically announced at the beginning of a Society Year, however, that can change.

Mr. Ellis suggested that the committee determine what activities need to take place before the consultant is engaged. Let's get the RFP together and then get that to the BOD for a finalized figure. We should also review the timing of an in-person meeting with the BOD to discuss strategic priorities.

Mr. Littleton shared his thoughts that the society will be well served to choose a traditional business consultant rather than a firm that specializes in not-for-profit strategy. He also made the committee aware of a motion that will be presented to the BOD regarding the inclusion of an annual strategic planning retreat with the BOD and Planning every year.

Ms. Kunkel notified the group that development of the strategic planning cycle may be a 12-month planning exercise.

Ms. Scoggins commented that 12-months for development of a new strategic plan is too long.

Mr. McQuade shared that the real value of the consultant during the last strategic plan development process was during ideation. They were good at keeping us high level. Ms. Gupta and her team did most of the look of the plan. Consultant is important in the front end but after that, the writing is done by this committee. The committee sets the plan and then monitors the plan.

Mr. Mehboob (committee member) stated that the new timeline allows us to review how the existing plan was formed and have some discussion before starting conversations with the consultant. Would the consultant be the better party to see how far the current plan has come?

Mr. Austin agreed with Mr. McQuade and advised that there needs to be a concerted effort regarding the status of the strategic plan to include strengths and weaknesses. Needs to be flushed out. Hopes that we as an organization would also have the availability to see how we are doing with our own plan as opposed to waiting on the consultant.

#### **MBO UPDATE**

MBO 3 was reported as complete. MBOs 1-2, and 4-6 were reported as ongoing.

Mr. Ellis commented on action item 4. It is difficult to create KPIs for the next plan without knowing components of the next plan. Is the intention to use the KPIs from last year to determine where we are with the next strategic plan?

Ms. Platt Gullledge confirmed that Mr. Ellis' assumption is correct.

Mr. McQuade, a member of PLC during the last strategic plan development cycle, shared that the current plans

KPIs were tied to the initiatives themselves. Shared that the KPIs should measure the current state of the plan and are not intended to determine work needed on future initiatives.

Mr. Knight suggested that the KPIs need to be relevant and reviewed often to immediately see that they are relevant to the plan. This can be difficult.

It was suggested that the KPIs for the next plan should be developed while the plan is being created.

### **OLD BUSINESS**

#### **Non-ASHRAE Advisors Team and Regional Support Staff**

Ms. Kunkel provided an update regarding items deferred to the Planning Committee from the previous Board Composition & Structure Subcommittee. Provided opinion that though the items were deferred, Planning Committee may not be the best group to discuss this.

Mr. Ellis expressed agreement with Ms. Kunkel. The purpose and scope of the Planning Committee does not involve the items we are being asked to vet.

Mr. Kopocis agreed that an advisor's team should be further investigated.

Mr. Kopocis moved and Mr. Ellis seconded that

**(5) The two referred Board subcommittee recommendations regarding a non-ASHRAE Advisors team and regional support staff be forwarded to the Implementation and Innovation Subcommittee for review.**

**MOTION 5 PASSED (9:1:0, CV)**

Mr. Ellis moved and Mr. Kopocis seconded that

**(6) The referred motion regarding regional support staff be suspended and no longer investigated by the Planning Committee.**

**MOTION 6 PASSED (Unanimous voice vote, CNV)**

### **FUTURE MEETINGS**

Ms. Kunkel notified that committee that currently the next scheduled meeting of the committee will be at the 2023 Annual Conference.

### **ADJOURNMENT**

It was moved and seconded that

**(7) The February 3, 2023 Planning Committee meeting be adjourned.**

**MOTION 7 PASSED** (Unanimous Voice Vote, CNV).

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Step L Kunkel". The signature is written in a cursive, flowing style.

Stephanie L. Kunkel, P.E. Vice Chair

Attachments: A. 2019-2025 Strategic Plan Midterm Update Revisions



# 2019–2025 ASHRAE Strategic Plan Midterm Update

Revised February 9, 2023



Prepared by ASHRAE Planning Committee  
Approved by ASHRAE Board of Directors, May 6, 2019  
Midterm Update Approved by ASHRAE Board of Directors, November 17, 2021  
[Additional Revisions Approved by the ASHRAE Board of Directors February 5, 2023](#)

## 2017-2018 ASHRAE Planning Committee

William P. Bahnfleth, Ph.D., P.E., Chair  
Thomas H. Phoenix, P.E., Vice Chair  
Michael P. Cooper, P.E.  
Jennifer A. Isenbeck, P.E.  
Malcolm D. Knight, P.E., Chair,  
2014 Strategic Plan Tracking Subcommittee  
Karine Leblanc  
Sarah E. Maston, P.E.  
William F. McQuade, P.E., LEED AP, Chair,  
2019 Strategic Plan Development Subcommittee  
Sarah Poursharafeddin  
Ashish Rakheja  
Hassan Ali Sultan

Timothy G. Wentz, P.E., Chair, Document Subcommittee  
Stefano P. Corgnati, Ph.D., Consultant  
Mark P. Modera, Ph.D., P.E., Consultant  
Michael C.A. Schwedler, Coordinating Officer  
Jeff H. Littleton, Executive Vice President  
George W. Austin, Jr., BOD Consultant  
Constantinos A. Balaras, Ph.D., P.Eng., BOD Consultant  
Marites Dagulo Calad, BOD Consultant  
Tim J. McGinn, P.E., BOD Consultant  
Daniel R. Rogers, P.E., BOD Consultant  
W. Stephen Comstock, Staff Director  
Vanita Gupta, Staff Director  
Mary Dean Townsend, Staff Liaison

## 2021-2022 ASHRAE Planning Committee

William K. Klock, Chair  
Heather Platt Gulledge, P.E., Vice Chair  
David Arnold, Ph.D.  
Wade H. Conlan, P.E.  
Blake E. Ellis, P.E., Vice Chair, Monitoring Subcommittee  
Vanessa Freidberg P.E.  
Trenton S. Hunt, Chair, Implementation Subcommittee  
Stephanie Kunkel, P.E., Chair, Monitoring Subcommittee

Thomas M. Lawrence, Ph.D.  
Mark F. Miller  
Ahmed Alaa Eldin Mohamed, Ph.D.  
Andres J. Sepulveda  
Dunstan Laurence Macauley, III, Coordinating Officer  
Jeff H. Littleton, Executive Vice President  
Stephanie C. Reiniche, Staff Director  
Chandrias Jolly, Staff Liaison

## 2022-2023 ASHRAE Planning Committee

[Heather Platt Gulledge, P.E., Chair](#)  
[Stephanie Kunkel, P.E., Vice Chair](#)  
[Wade H Conlan, P.E., Chair, 2019-25 Strategic Plan Decarb  
Ad Hoc](#)  
[Blake E. Ellis, P.E., Liaison, Task Force for Building  
Decarbonization](#)  
[Trenton S. Hunt, Chair, Implementation and Innovation  
Subcommittee](#)  
[Jake Kopocis](#)  
[Farhan Adil Mehboob](#)  
[Mark F. Miller](#)

[Ahmed Alaa Eldin Mohamed, Ph.D.](#)  
[Michael P. Patton](#)  
[Andres J. Sepulveda, Chair, Validation and Documentation  
Subcommittee](#)  
[Chad D. Smith](#)  
[Dunstan Laurence Macauley, III, Coordinating Officer](#)  
[Jeff H. Littleton, Executive Vice President](#)  
[Kim Mitchell, Staff Director](#)  
[Chandrias Jolly, Staff Liaison](#)

## Table of Contents

Introduction .....	5
2021 Midterm Update and 1-Year Extension .....	5
Mission, Vision and Values.....	4
Goals and Objectives .....	5
Strategic Plan Areas and Initiatives.....	6
Initiative 1 – Resilient Buildings and Communities – <b>Resiliency and Decarbonization in Buildings</b> .....	7
Initiative 2 – Indoor Environmental Quality .....	8
Initiative 3 – Organizational Streamlining.....	9
Initiative 4 – Improve Chapter Engagement, Capacity and Support .....	10
Financial Impact Determination and Recommendations.....	11
Implementation .....	12

Commented [JC1]: New edit

## INTRODUCTION

This plan, developed by the ASHRAE Planning Committee in collaboration with the Board of Directors, will guide the work of the Society during the five-year period from 2019-2024. It was developed during 2018-2019 through a process initiated by a stakeholder engagement exercise involving members of ASHRAE and key industry organizations who gave their views on ASHRAE's position in the industry and its perceived strengths and challenges. With facilitation by the Planning Committee, the Board then conducted a brainstorming session to develop preliminary objectives and initiatives. These addressed both outward-facing issues affecting the industry and society as well as inward-facing issues related to the needs of ASHRAE members and organizational efficiency. The final plan was drafted by the Planning Committee with Board oversight following multiple reviews including review by regional leadership teams. The final phase of development was preparation of implementation and tracking procedures, roll-out plans and budget estimates. Communication of the new plan to councils and committees began in Spring 2019 with formal implementation beginning in July 2019.

## 2021 MIDTERM UPDATE AND 1-YEAR EXTENSION

In Spring 2021, the Board of Directors approved a midterm update and one-year extension of the 2019-2024 Strategic Plan. This update was recommended by the 2020-2021 Planning Committee due to recent events that altered how the Society completes its work and serves the industry. Revisions to the 2019-2024 Strategic Plan include lessons learned during the COVID-19 pandemic as well as rebooted/restarted initiatives to redirect resources.

Initiatives and goals reviewed were addressed in a way that would allow ASHRAE councils and committees to make significant traction with the already assigned tasks while considering any work in progress or already completed. Feedback from the Planning Committee liaisons assigned to each of the Presidential Ad Hoc was also taken into consideration to ensure efforts regarding the streamlining initiatives were addressed.

## 2023 REVISION

The Task Force for Building Decarbonization (TFBD) along with the ASHRAE Planning Committee reviewed the current strategic plan to determine how the plan could be revised to include a greater decarbonization focus. Revisions to the plan as approved by the ASHRAE Board of Directors is evidence of those efforts and an ever-changing industry.

## MISSION, VISION AND VALUES

As part of the Strategic Plan development process, the Planning Committee recommended that the Mission and Vision statements be revised to reflect ASHRAE's current work and aspirations more clearly. No changes were recommended to ASHRAE's Core Values.

### Mission

To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

### Vision

A healthy and sustainable built environment for all.

### Values

- Excellence
- Integrity
- Volunteerism
- Commitment
- Collaboration
- Diversity

## GOALS AND OBJECTIVES

ASHRAE's leadership has identified **three goals**: to advance the industry, provide value to ASHRAE members and prepare the Society for the future and **objectives** that support each goal. **Four initiatives** have been identified to respond to these goals and objectives as shown in the table below. The initiatives are described in detail on the next page (p. 7).

GOAL 1 Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment	
OBJECTIVES	INITIATIVES
a. Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations	
b. Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches	
GOAL 2 Maximize Member Value and Engagement	
OBJECTIVES	INITIATIVES
a. Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services	
b. Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies	
c. Leverage technology to increase member engagement, awareness and value	
GOAL 3 Optimize ASHRAE's Organizational Structure to Maximize Performance	
OBJECTIVES	INITIATIVES
a. Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings	
b. Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency and effectiveness	
c. Cultivate industry and member philanthropy to extend ASHRAE's impact and reach	

KEY



Resilient Buildings and Communities



Indoor Environmental Quality



Organizational Streamlining



Improve Chapter Engagement, Capacity and Support

## STRATEGIC PLAN AREAS AND INITIATIVES

Initiatives provide a focus for the Society to drive advancement, create value, and improve efficiency.

### Initiative Area: Built Environment of the Future | Building Decarbonization

#### 1 RESILIENT BUILDINGS and COMMUNITIES

The cycle of building development, design and construction is moving more rapidly than ever. Key stakeholders in the design, construction, and operation of buildings face new challenges of responding to a range of environmental, market and consumer-driven pressures. Increasingly, it is being recognized that “smart” buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, resilience and recovery of buildings and communities.

#### 2 INDOOR ENVIRONMENTAL QUALITY

The indoor environment is increasingly recognized as the leading priority for built environment, with implications extending beyond simple acceptability of indoor conditions to its influence on productivity, learning and health. The indoor environment of the future identifies and optimizes interactions among air quality, thermal comfort, lighting and acoustics, based on a firm understanding of implications for occupants’ health and wellness. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE’s role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

### Initiative Area: Future of ASHRAE

#### 3 ORGANIZATIONAL STREAMLINING

ASHRAE is a large and complex organization with hundreds of technical, standards and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

#### 4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY and SUPPORT

ASHRAE must evaluate and develop methods to better engage chapters, regions and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal component.

Commented [JC2]: Revised Initiative

Initiative Area: Built Environment of the Future | Building Decarbonization

**INITIATIVE 1**  
RESILIENCY AND DECARBONIZATION IN BUILDINGS

The pace of change in building design, development, construction, and operation is increasing rapidly, driven by increasing global challenges associated with increasing building-related GHG emissions. By 2030, all new buildings must be built to achieve net zero operational GHG life cycle emissions, with all existing buildings retrofitted to net zero emissions standards by 2050. ASHRAE must work with building industry partners to accelerate innovation, define global best practices, and develop technical guidance, standards, training, and other tools to support building decarbonization while assuring high levels of indoor environmental quality, sustainability, and resilience.

## INITIATIVE 1

### RESILIENCY AND DECARBONIZATION IN BUILDINGS



#### BACKGROUND

Eliminating GHG emissions from the built environment is essential to addressing global climate change's negative human and environmental impacts.

ASHRAE must work with building industry partners to accelerate innovation, define global best practices, and develop technical guidance, standards, training, and other tools to support building decarbonization while assuring high levels of indoor environmental quality, sustainability, and resilience.

Table 1 provides more detail:

**TABLE 1**

<u>BUILT ENVIRONMENT OF THE FUTURE   Building Decarbonization</u>	
<u>Resources</u>	<u>Funded through ASHRAE research and publications budgets along with ASHRAE reserve funds. The potential exists for funding partnerships with other foundations, government entities, and non-governmental organizations.</u>
<u>Benefits</u>	<p><u>To Humanity: Help reduce building greenhouse gas emissions impact on the environment resulting in reduced indoor and outdoor air pollution, lower energy consumption and costs, and improved community health and wellbeing.</u></p> <p><u>To the Society: Establish a leadership role in advancing new industry practices and raising awareness about the importance of reducing building greenhouse gas emissions and increasing community resilience. Revenue resulting from sales of standards, other publications, and educational programs.</u></p> <p><u>To the Member: Access to new research results, practices, and tools. Association with ASHRAE mission to serve humanity.</u></p>
<u>Desired Outcomes</u>	<ol style="list-style-type: none"> <li><u>Add to body of scientific knowledge to advance technologies and industry practices to minimize building GHG emissions while assuring high levels of building indoor environmental quality, sustainability, and resilience.</u></li> <li><u>Establish and maintain at least two new partnerships (through Memorandums of Understanding or by leveraging existing partnerships) with external organizations, societies, or government agencies to collaborate on resilient buildings and communities research and the development/adoption of standards, guidelines, programs, rating systems and educational materials.</u></li> <li><u>Develop, publish, and maintain a Whole Life Carbon Building Standard, accompanying Design Guides and design tools, educational programs and materials for adoption and use to address building decarbonization.</u></li> <li><u>Establish partnerships with key scientific, technical, government, and non-governmental organizations to advance building decarbonization research, technology, education, and policy. Seek to promote communication among researchers, practitioners, and policymakers through conferences, publications, and marketing efforts.</u></li> </ol>
<u>Key Stakeholders</u>	<ul style="list-style-type: none"> <li>• <u>General Public</u></li> <li>• <u>Architects</u></li> <li>• <u>Financial Institutions</u></li> <li>• <u>Contractors</u></li> <li>• <u>Educational Institutions</u></li> <li>• <u>Building Owners</u></li> <li>• <u>Governments</u></li> <li>• <u>Society Councils &amp; Committees</u></li> <li>• <u>Engineers</u></li> <li>• <u>Manufacturers</u></li> </ul>

Commented [JC3]: New edit

The title of the initiative area is an edit as well - in red

## INITIATIVE 2 INDOOR ENVIRONMENTAL QUALITY



### BACKGROUND

The indoor environment is increasingly recognized as the leading priority for built environment as we navigate the current pandemic, with implications extending beyond simple acceptability of indoor conditions to its influence on individual and environmental health, learning, and productivity. The indoor environment of the future identifies and optimizes interactions among outdoor air quality, indoor air quality, thermal comfort, lighting, and acoustics, based on a firm understanding of implications for occupants' health and wellness. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

Strategically, ASHRAE created the Epidemic Task Force to develop and provide guidance surrounding Sars-COV-2 which greatly impacted the indoor air quality environment.

Table 2 provides more detail:

**TABLE 2**

BUILT ENVIRONMENT OF THE FUTURE: Indoor Environmental Quality			
<b>Resources</b>	Can be funded through technology, publishing and education budgets. Potential exists for funding partnerships with foundations and non-governmental organizations.		
<b>Benefits</b>	<p><u>To the Society:</u> Establish leadership role in advancing new practice paradigms and improving quality of indoor environmental health for buildings and their occupants. Revenue resulting from sales of standards, other publications, and educational programs.</p> <p><u>To the Member:</u> Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>		
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li>1. Add to body of scientific knowledge on the relationship of IEQ to health, productivity, and well-being of building occupants and develop practical methods for estimating the economic value of improvements in IEQ such as reduced sick days, reduced health care costs, and improved student learning.</li> <li>2. Develop knowledge and guidance on understanding the ability to reduce the risk to occupant's health and wellness through different applications and adaptations of HVAC&amp;R systems.</li> <li>3. Develop an IEQ standard based on health and productivity objectives that addresses air quality, thermal environment, light, sound, and vibration in an integrated way.</li> <li>4. Establish partnerships with key scientific, technical, and government organizations to advance IEQ research, technology, and policy. Seek to promote communication among researchers, practitioners, and policymakers through conferences, publications, and marketing efforts.</li> </ol>		
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Policymakers</li> <li>• General Public</li> <li>• European Committee for Standardization (CEN)</li> <li>• Environmental Health Committee and Councils and Committees affected</li> </ul>	<ul style="list-style-type: none"> <li>• International Well Building Institute</li> <li>• Regulatory bodies</li> <li>• US General Services Administration (GSA)</li> <li>• US Dept. of Housing and Urban Development (HUD)</li> </ul>	<ul style="list-style-type: none"> <li>• International Standards Organization (ISO)</li> <li>• Green Building Councils</li> <li>• National Center for Healthy Housing</li> <li>• Foundations interested in wellness/health</li> </ul>



**BACKGROUND**

ASHRAE is a large and complex organization with hundreds of technical, standards, and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences, and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer, and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

Table 3 provides more detail:

**TABLE 3**

FUTURE OF ASHRAE: Organizational Streamlining	
<b>Resources</b>	Financial contributions, which are expected to be minimal, from the operating budgets of the Councils and Standing Committees. The major resource needed will be time from our volunteer members/leaders at the grassroots and Society level, as well as staff.
<b>Benefits</b>	<p><u>To the Society:</u> A more flexible, efficient and effective operational framework allowing volunteer time, staff talent and other resources to be reinvested in targeted areas to drive this plan.</p> <p><u>To the Member:</u> A more accessible association that is using resources to the highest and best use to advance the profession. Ability to move to market more rapidly will result in increased credibility and relevancy of the Society with members and the industry as a whole.</p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li>1. Evaluate the staff/volunteer support structure to optimize volunteer engagement, efficiency and effectiveness of the Society (e.g. volunteer time efficiency). Present and implement findings to support the delivery of key products and services (e.g. Guidelines, Standards, Research, Publications, and Programs) with less cost, reduced time to market and an advancement in market responsiveness.</li> <li>2. Redesign leadership/governance structure to support increased operational efficiency and effectiveness of the organization.</li> <li>3. Targeted streamlining for operational efficiency and effectiveness through reduction of overlap and optimization of quantity, scopes, and processes (e.g. merging of technical committees for cross communication, efficiency and effectiveness).</li> <li>4. Increase efficiency of Winter and Annual conferences by reducing volunteer time, staff time, and financial expenditures at Winter and Annual conferences by at least 20%.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• ASHRAE Membership</li> <li>• Industry</li> <li>• Leadership of the Board, Councils and Committees affected</li> </ul>

**INITIATIVE 4**  
**IMPROVE CHAPTER ENGAGEMENT,**  
**CAPACITY and SUPPORT**



**BACKGROUND**

ASHRAE must evaluate and develop methods to better engage chapters, regions, and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal components.

Hybrid<sup>1</sup> learning and meetings are an integral part of this connection.

Table 4 provides more detail:

**TABLE 4**

FUTURE OF ASHRAE: Improvement of Chapter Engagement, Capacity and Support	
<b>Resources</b>	Can be funded through Members Council budget. Other resources in place include Manual of Chapter Operations, Basecamp and <a href="http://www.ashrae.org/chapterresources">www.ashrae.org/chapterresources</a> .
<b>Benefits</b>	<p><u>To the Society:</u> Improve operational efficiency to enable chapters, regional leadership and the society to share resources and information more effectively. Accountability for Chapter success is clearer with standardized guidelines and performance metrics. The Society will receive additional revenue resulting from increased Chapter member recruitment and retention.</p> <p><u>To the Member:</u> Ability to more deeply and more meaningfully engage with ASHRAE's mission.</p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li>1. Use a standardized Society-wide system for collecting, recording and benchmarking Chapter-level data and performance metrics. The system will provide an efficient and streamlined process for the exchange of resources and information among Society, Regional leadership and the Chapters.</li> <li>2. Develop and standardize program guidelines, training, and associated resources based on best practices for all ASHRAE Chapters where possible. When regional differences require flexibility, adapt those guidelines as needed while maintaining the desired outcome (templates, examples, CRC and centralized training).</li> <li>3. Evaluate methods to "coach" new officers/chairs in each chapter on the duties of their position/role and how best to accomplish them. Also assist them in seeking coordinated collaboration with outside groups when beneficial.</li> <li>4. Strengthen chapter programs, for example by expanding the Distinguished Lecturer program and reviewing the Short Course business model.</li> <li>5. Develop methods for promoting the value and benefits of employee participation in ASHRAE to employers to encourage sponsorship and support.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Chapter leadership</li> <li>• Industry associations and organizations within and outside of the US</li> <li>• ASHRAE Members</li> <li>• Universities</li> <li>• A/E Firms</li> </ul>

<sup>1</sup>Hybrid is defined as a combination of virtual and face to face meetings.

## FINANCIAL IMPACT, BUDGETING PROCESS AND RECOMMENDATIONS

The fiscal impacts of the 2019-2024 Strategic Plan are built into the ASHRAE annual budgeting process. This is done in concert with annual planning for the Society theme activities and current cost reduction efforts. The councils and committees provided updates and submitted their budget forecasts in early March 2019 to Finance Committee, Planning Committee and Executive Committee. The updates included support for the 2019-2024 Strategic Plan.

ASHRAE Executive Committee reviewed all budget forecast proposals during their Spring 2019 meeting and developed a list of program and financial priorities. Based on these recommendations, Finance Committee updated the current-year ASHRAE budget and forecasts through 2022. The Treasurer presented this budget to the Board for approval at the 2019 Annual Conference in Kansas City.

Proposals for future work for Society years 2020-2025 resulting from the Society theme initiatives, ad hoc recommendation, or council or committee program must include a minimum three-year budget analysis along with the project's fiscal impact statement and the resulting benefits to the Society. The fiscal impact analysis shall be submitted initially for approval by the Board through Finance Committee and then be updated with actual cost to date for the current fiscal year, cost since inception and updated budget forecasts for the next three fiscal years if the project is expected to extend beyond the current fiscal year. For inclusion in the next fiscal year's budget and future year's forecasts, updates shall be submitted for approval by the Board annually at the winter meeting by the council or committee responsible for the project's oversight and management.

No additional fiscal impact was implemented as a result of the extension of the Strategic Plan.



## IMPLEMENTATION

The following measures will be used to assist with the implementation of the Strategic Plan.

1. **Member Satisfaction:** Member Services, under the leadership of the Planning Committee, to establish an annual member survey with consistent satisfaction metrics to allow for year-over-year evaluation of the Strategic Plan.
2. **Member Engagement and Retention:** Institute effort and imagination in developing member retention programs similar to what has been successfully implemented for new member retention activities. Institute special initiatives to increase volunteer engagement:
  - a. Planning Committee should coordinate and conduct a focused workshop/focus group exercise with Membership Promotion Committee, Chapter Technology Transfer Committee, ASHRAE Learning Institute, and Handbook Committee to develop a common collaboration and integration strategy for member retention.
  - b. Strengthen volunteer engagement at the Chapter level by expanding recommended chapter committee and subcommittee structures within Chapter Operations Manual and promote consistent annual population of the structure through the PAOE program.
  - c. Expanding chapter committee and subcommittee structures for non-North American Chapters recognizing the unique needs and opportunities for these chapters to engage chapter members.
  - d. Institute a yearly membership drive to promote and increase active membership and participation in Technical and Standards Committees.
3. **Operational Efficiency:** ExCom to study and focus on trends in the Operating Cost per Member and develop strategies and action items to bring to the Board to optimize operational efficiency.
4. **Market Responsiveness:** Pub Ed Council and Tech Council to redesign their respective product to market processes to reduce the average time to market for our products. The current average time to market of 6.8 years must be shortened if we are to stay relevant as market leaders. This metric might only be improved by concentrating on processes such as “one product at a time.”
5. **Research Leadership:** Focus on leveraging ASHRAE Research dollars with matching funds from other research partners and funding sources. This may require dedicated staff to track and manage if we are to be effective. Senior thought leadership should be engaged along with the Manager of Research, Tech Council, RAC and TAC to develop strategies and metrics to maximize the return on investment and conversion of research into practical application guidelines and standards in research topics of interest and concern to the ASHRAE membership.