



Shaping Tomorrow's  
Built Environment Today

## **MINUTES**

### **PLANNING COMMITTEE MEETING**

**Monday, August 23, 2021  
10:00AM – 11:00AM**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the October 25, 2021 meeting of the committee.*

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August 23, 2021

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**PRINCIPAL MOTIONS**

Planning Committee Meeting

August 23, 2021

<b>No. – Pg.</b>	<b>Summary</b>
1-1	The minutes from the June 16, 2021 Planning Committee meeting as presented be approved.

**ACTION ITEMS**

Planning Committee Meeting

August 23, 2021

<b>No. – Pg.</b>		<b>Action Item</b>
1-3	Staff	Distribute the 2021 CRC Streamlining Discussion presentation to the full Committee.

**MINUTES**  
Planning Committee Meeting  
**August 23, 2021**  
**10:00AM – 11:00AM**

**MEMBERS PRESENT:**

Bill Klock  
Blake Ellis  
David Arnold  
Stephanie Kunkel  
Tom Lawrence  
Trent Hunt  
Vanessa Freidberg  
Wade Conlan  
Andres Sepulveda  
Mark Miller  
Dunstan Macauley

**STAFF PRESENT:**

Mark Owen, Staff Director, Publications & Education  
Joyce Abrams, Staff Director, Member Services  
Kim Mitchell, Staff Director, Development  
Stephanie Reiniche, Staff Director, Technology  
Vanita Gupta, Staff Director, Marketing  
Jeff Littleton, Executive Vice President  
Chandrias Jacobs, Coordinator of Board Services  
Candace DeVaughn, Manager of Board Services

**CALL TO ORDER**

Mr. Klock called the meeting to order at 10:01AM on Monday, August 23, 2021

**ASHRAE CODE OF ETHICS COMMITMENT**

Mr. Klock read the ASHRAE Code of Ethics commitment.

**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**

Ms. Kunkel moved, and Mr. Lawrence seconded

**(1) The minutes from the June 16, 2021 Planning Committee meeting as presented be approved.**

**MOTION 1 PASSED (8:0:0 CNV)****SUBCOMMITTEE REPORTS****Implementation Subcommittee**

Mr. Hunt reported that he and Mr. Klock met with Sheila Hayter and others regarding ideas derived from the Vision 2030 Ad Hoc for possible addition to the strategic plan midterm update. He noted that Mr. Klock would be overseeing the addition of these items to the plan. The subcommittees current work is focused on the redirection of the strategic plan by the 2022 Winter Conference in Las Vegas.

The subcommittee will be meeting on September 1<sup>st</sup> to begin their work.

Mr. Klock notified Mr. Hunt that the last Chair of Planning stated that the midterm update should come out in November 2021 for BOD review.

**Monitoring Subcommittee**

Ms. Kunkel reported on behalf of the Monitoring Subcommittee. She shared that the subcommittee recently completed their kick-off meeting.

Current work of the subcommittee is mainly focused on the creation of the annual member satisfaction survey. The survey is set to have no more than 10 questions that will be repeated annually.

It was noted that Planning liaisons have also been assigned to the councils. The subcommittee is looking to follow-up with the councils to determine the status of their assigned MBOs. Work is also being done to determine what other KPIs should be monitored along with the MBOs.

**REPORT FROM THE CHAIR****Vision 2030 & PLC**

Mr. Klock shared that the leadership of Planning for the past several years has been concerned that other groups/committees in Society have worked on initiatives in which the Planning Committee should be engaged or should fully oversee. He noted that one of these initiatives is the Vision 2030 Ad Hoc.

He shared that during the most recent BOD meeting, Vision 2030 has been referred to the Planning Committee for action. As a result, he, and Ms. Platt Gullledge attempted to determine which subcommittee should oversee work that may come from this referral.

Mr. Klock reported that after reviewing the work of this year's subcommittees, he, and Ms. Platt Gullledge will handle any work that is derived from the BOD referral regarding the Vision 2030 Ad Hoc. He noted that their first action will be to meet with members of the Vision 2030 Ad Hoc to make sure their concerns are heard and implemented.

**NEW BUSINESS****Update on Streamlining Activities**

Mr. Macauley provided an update on recent streamlining activities as noted in **Attachment A**.

He reported that the Society Transformation Ad hoc, appointed last society year, held a streamlining subcommittee that

worked diligently on the streamlining initiatives presented to the BOD earlier this year. The group was charged with providing recommendations regarding how Society could operate more strategically. With their work, the Streamlining subcommittee presented a motion to the BOD that would reduce the number of members.

When the motion was presented to the BOD regarding the streamlining of its members, the motion was defeated. Members were behind the spirit of the ideas in the motion presented but not all aspects of the motion. As a result of the defeated motion, the BOD was asked to notify the regions of the Society's streamlining efforts so that all feedback may be considered before the motion is brought forward to the BOD again in the future.

The BOD has already received some feedback from the CRCs that have taken place for 2021. The comments received thus far address the speed of ASHRAE as it has been conveyed that there is a long process to receive BOD approval on motions. Huge opportunities to improve publications and respond to the grassroots faster were also noted.

Mr. Macauley addressed the guiding principles that were used in the streamlining process by the Society Transformation Ad Hoc. He shared that any changes brought forward for BOD consideration should empower the councils and committees. This will help to remove any silos that are currently in place. There are also opportunities to create more pathways that allow for a more efficient ASHRAE. The ETF has proven to be a successful example of how a group can operate if the silos are removed. ASHRAE needs more opportunities to be market focused.

Ideas for regional representation were reviewed during the presentation.

Mr. Macauley shared that regional representation seemed to be a component of the streamlining recommendations presented to the BOD that had mixed views as there were some concerns regarding the possible elimination of regional voices. When taking this feedback to the regions for comment, a super region idea was brought forward. The super region idea was a stumbling block for many individuals as they were not comfortable with the idea of not having direct regional representation. Under this idea, super regions would collectively determine their one BOD member.

He reminded the committee that the items listed in the presentation are just ideas; they have not been vetted or voted on by anyone.

**ACTION ITEM – Staff will distribute the 2021 CRC Streamlining Discussion presentation to the full Committee.**

AI-1

Mr. Macauley requested feedback from the committee and Mr. Littleton.

Mr. Littleton stated that a lot of people are excited about what may come of the streamlining initiatives once passed by the BOD. We must make some changes to do things in a more efficient way. Finding the best path to efficiency is the greatest challenge. Regional representation on the BOD is the most challenging process of that equation. All aspects of the reorganization must come together, if not, we really haven't gained much. These things must gain momentum and the momentum for change is now there; this is half the battle. Now we must find the best path forward.

Mr. Klock commented that most of us have not heard the streamlining discussions that have taken place. Ms. Kunkel brought the discussions to Planning Committees leadership as Planning is responsible for ASHRAE's long range strategic planning activities.

He requested that Mr. Macauley keep the committee apprised of all streamlining efforts.

Mr. Macauley agreed and notified the committee that Mr. Schwedler is forming two subcommittees to investigate leadership composition and operational streamlining. Liaisons to PLC will most likely be added to the two subcommittees.

### **NEXT MEETING**

The next meeting of the Planning Committee will be Monday October 25, 2021 from 11:00AM – 12:00PM (EST).

**ADJOURNMENT**

The meeting was adjourned at 10:37am.

A handwritten signature in cursive script, reading "Bill Klock", followed by a horizontal line extending to the right.

Respectfully Submitted,

Bill Klock, Chair

Attachments: A. 2021 CRC Streamlining Discussion PPT

Ideas for  
Streamlining Our  
Society







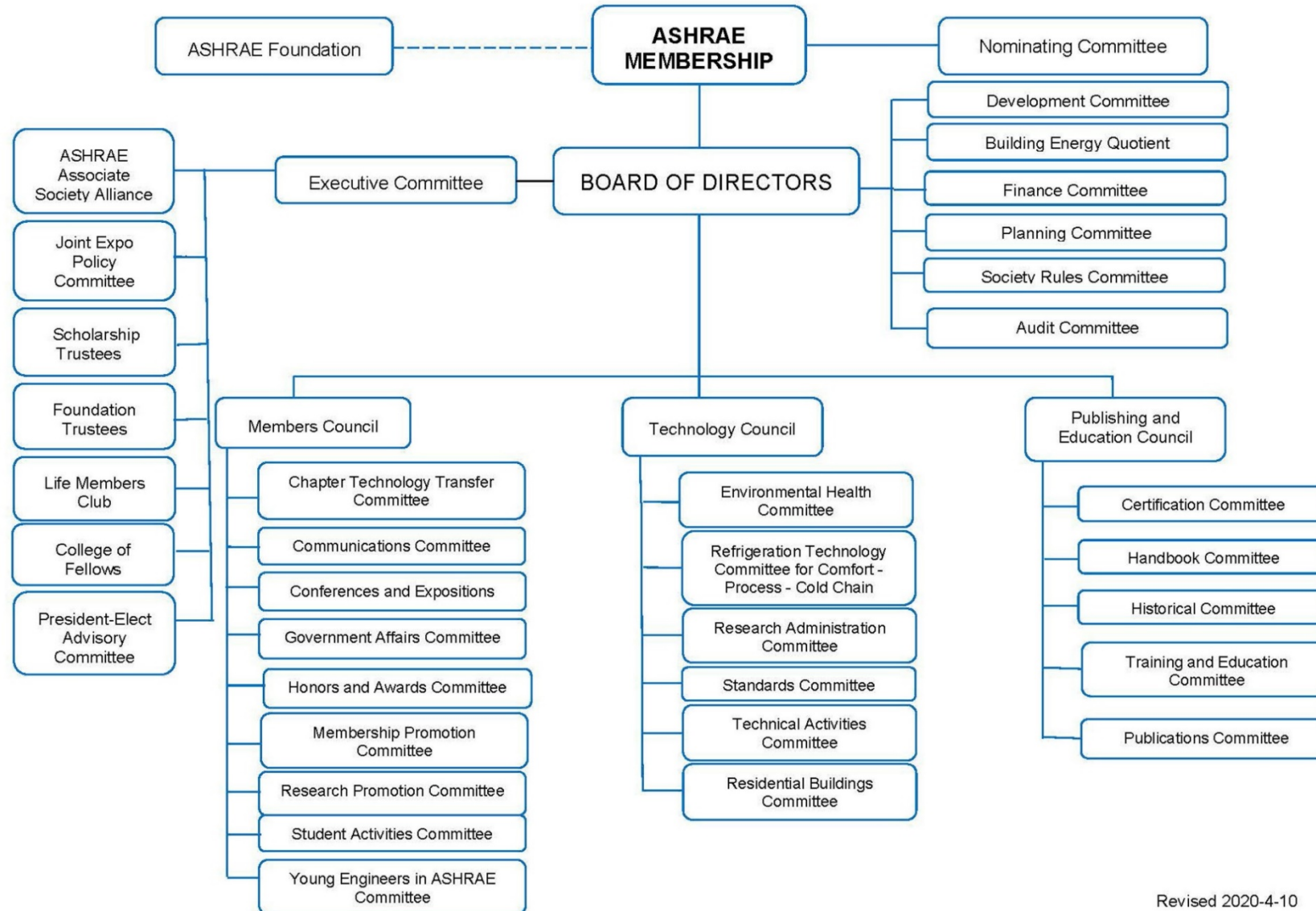
For the past two years, BOD committees have been investigating opportunities to streamline our Society. There are many things that we do well, but in the ever-changing world of business, we need to be more strategic about our volunteers' time and the resources our members have entrusted to us, as we work towards a healthy and sustainable built environment for all.

### **Statement of the Issues:**

- Board of Directors spends a lot of time on management issues, so no one is really making strategic decisions.
- Many ASHRAE publications are taking too long to come to market. We aren't considered a driving force in the industry.
- Decisions take too long- goes from committee to council to BOD and sometimes back to another council/ committee.

## **Guiding Principles of Streamlining Process:**

- Make the Board of Directors more strategic
- Push decision making down into organization
- Reduce waste from Society operations while still delivering value to Members & Society
- Speed up decision making by removing silos
- Be market focused



## Ideas for Regions/ Regional Representation:

- Option 1:
  - Keep the same number of Regions (15). Since the operational decisions will be made at the Council level, the DRC would sit on Members Council as a “Regional Director.” The RMCR would actively help run the region as “Assistant Regional Director.”
  - To ensure Grassroots representation on the Board, each Region will nominate a Candidate for “Society Director” through the caucus, and the Nominating Committee will recommend six nominees for service on the Board. These would be individuals with strategic thinking skills.
- Option 2:
  - Consider combining two or three regions together to create a super-region, similar to RAL structure. Each region becomes a sub-region and the super-region creates a larger infrastructure to do more business at the region level, instead of going all the way to the society level. This would be done to provide representation for all regions at the BOD.
- Option 3: What do you think?

## **Formation of Super-Regions- What's in it for the Members:**

- Larger Regions allow for more autonomy
- This would also create larger Regional committees to focus on regional issues, leading to increased efficiencies and faster decision making.
- Make decisions at a Regional level, not all the way up to Society level
- More leadership opportunities
- Publications/ products with a more Regional focus
- Employers might appreciate larger Regional focus for purposes of sales and/or business development





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# RAL REGIONAL STRUCTURE

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**Region-at-Large**  
"Where Things Happen"

## ASHRAE Region-at-Large Organization Chart 2020 - 2021

### Grassroot Committees

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#### Commercialism Policy Committees RAL Webinar Support Committee

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#### Honors & Awards Committee

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#### Vision /advisory committee

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## **Conversation Starters: Questions to Chapter Presidents**

- What would help you serve your Chapter members better?
- What should we stop requesting or doing?
- Is what we are doing now the most effective way to do things?  
Meetings/ programs, trainings, networking?

## **Conversation Starters: Questions for RMCRs**

- How do you share responsibilities for running the Region with your DRC- what do you like? What do you not like?
- What do you think of the idea of the RMCR being the Assistant DRC?



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**Lastly ...**

**YOUR VOICE IS IMPORTANT**

**THANK YOU**