



Shaping Tomorrow's Global
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**Friday, June 20, 2025
1:00PM – 4:00PM MST
PHOENIX, AZ**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the September 30, 2025 meeting.

PRINCIPAL APPROVED MOTIONS

Planning Committee Meeting

June 20, 2025

No. – Pg.	Motion						
1-2	<p>The minutes for the February 7, 2025 meeting of the Planning Committee be approved as presented provided that the following action item as reflected in the minutes be updated:</p> <table border="1" data-bbox="263 520 1482 722"> <thead> <tr> <th data-bbox="263 520 407 575">No. – Pg.</th> <th data-bbox="407 520 618 575">Responsibility</th> <th data-bbox="618 520 1482 575">Summary</th> </tr> </thead> <tbody> <tr> <td data-bbox="263 575 407 722">2-6</td> <td data-bbox="407 575 618 722"> Smith (Chad) <u>Patton</u> </td> <td data-bbox="618 575 1482 722"> Connect with current Membership Promotion Chair, Jason Urso, to brainstorm ideas in how to grow the response rate for the Membership Survey and possible liaison from Planning to Membership Promotion. </td> </tr> </tbody> </table>	No. – Pg.	Responsibility	Summary	2-6	Smith (Chad) <u>Patton</u>	Connect with current Membership Promotion Chair, Jason Urso, to brainstorm ideas in how to grow the response rate for the Membership Survey and possible liaison from Planning to Membership Promotion.
No. – Pg.	Responsibility	Summary					
2-6	Smith (Chad) <u>Patton</u>	Connect with current Membership Promotion Chair, Jason Urso, to brainstorm ideas in how to grow the response rate for the Membership Survey and possible liaison from Planning to Membership Promotion.					
2-5	KPIs as presented in ATTACHMENT A be approved as presented.						
2A-5	<p>MOTION 2 be amended as shown below:</p> <p>The second category of the KPIs noted in ATTACHMENT A be amended to include tracking professional certifications.</p>						
3-7	Changes as proposed to the PLC Reference Manual be approved as presented.						
4-7	The Planning Committee MOP as presented be approved.						
4A-7	<p>MOTION 4 be amended as shown below:</p> <p>Planning Committee MOP Section 8 be revised based on approved Reference Manual changes at the June 20, 2025, PLC meeting.</p>						

TABLE OF CONTENTS
 Planning Committee Meeting
 June 20, 2025

CALL TO ORDER.....	1
ASHRAE CODE OF ETHICS COMMITMENT.....	1
ROLL CALL.....	1
REVIEW OF AGENDA.....	1-2
APPROVAL OF MINUTES.....	2
ACTION ITEM REVIEW.....	2
ASHRAE LEADERSHIP PRESENTATION.....	2-3
SUBCOMMITTEE UPDATES.....	3-6
Validation and Documentation Subcommittee.....	3-4
Implementation and Innovation Subcommittee	4-5
Strategic Plan Development Subcommittee.....	5
Global Trends Subcommittee.....	5
NEW BUSINESS.....	5-7
2025-28 Strategic Plan KPIs.....	5
PLC Reference Manual & New Subcommittee Structure.....	6
Strategic Plan Expenditures.....	7
POSTPONED MOTION DISCUSSION – FEBRUARY 7, 2025	7
MBO UPDATES (2024-25)	7-9
RECOGNITION OF OUTGOING MEMBERS.....	9
CHANGE OF LEADERSHIP.....	9-10
FUTURE MEETINGS.....	10
ADJOURNMENT.....	10

MINUTES
Planning Committee Meeting
June 20, 2025
1:00PM – 4:00PM MST

MEMBERS' PRESENT:

Trent Hunt, Chair
Andres Sepulveda, Vice Chair
Billy Austin
Dunstan Macauley
Kellie Huff
Michael Patton
Madison Schultz
Chad Smith
Samir Traboulsi
Buzz Wright
Sherry Abbott-Adkins
Mohammed Anbari
Carrie Brown
Mick Schwedler
Chandra Sekhar
David Yashar
Jonathan Smith
Devin Abellon, CO

GUESTS:

Vanessa Freidberg
Lan Chi Nguyen Weekes
Bill Simpson
Pankaj Dharkar
Mike Pouchak
Julia Timberman
Maggie Moninski
Patrick Marks
Alexander Larson
Pankaj Sareen
Money Khanna
Pankaj Dharkar
Rob Craddock
Mohammed Murtaza
Vanessa Freidberg
Joseph Sanders
Akinbowale Soluade
Heather Platt Gullede

Darryl Boyce
Wade Conlan
Doug Cochrane
Aakash Patel
Matthew Archey
Michael Patton
Scott Peach
Madison Schultz
Blake Ellis
Stephen Duda
Georgios Pantelidis
Genevieve Lussier

STAFF PRESENT:

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

CALL TO ORDER

Mr. Hunt called the meeting to order at 1:04pm.

ASHRAE VALUE STATEMENT

Mr. Hunt read the value statement and referenced links included.

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. The postponed motion from the February 7th meeting of the Planning Committee was moved to be addressed later in the meeting.

The following items were added to ‘New Business’:

- 2025-28 Strategic Plan KPIs
- PLC Reference Manual & New Subcommittee Structure
- Strategic Plan Expenditures

APPROVAL OF MINUTES

It was moved and seconded that,

- (1) The minutes for the February 7, 2025, meeting of the Planning Committee be approved as presented provided that the following action item as reflected in the minutes be updated:

No. – Pg.	Responsibility	Summary
2-6	Smith (Chad) Patton	Connect with current Membership Promotion Chair, Jason Urso, to brainstorm ideas in how to grow the response rate for the Membership Survey and possible liaison from Planning to Membership Promotion.

The committee agreed that the update would be considered editorial.

MOTION 1 PASSED (Unanimous Voice Vote, CNV)

ACTION ITEM REVIEW

Action items 1 and 2 were reported as complete.

ASHRAE LEADERSHIP PRESENTATION

Mr. Abellon gave the 2025 Annual Conference leadership presentation as displayed on screen. Below is a high-level summary of items presented:

Referenced the new strategic plan and when it will be announced. Noted more for guests and not the committee.

Noted incoming Executive Committee members and full BOD.

Shared updates regarding local GAC activities and how to learn more via the GAC newsletter. Also notified the committee of SME opportunities to engage with government officials.

Work of the CEBD related to decarbonization is still ongoing and considered as one of the many strengths of ASHRAE.

Upcoming conferences mentioned. Highlighted the building decarbonization conference in October 2025. Reminded the committee of important deadlines related to H&A, appointments, and election.

Proposed changes for the membership model were reviewed. Encouraged the group to review the proposed changes as they will still need to be voted on by the full membership.

SUBCOMMITTEE UPDATES

Validation and Documentation Subcommittee

Mr. Smith (Chad) reported. He thanked the subcommittee and staff for their efforts throughout the society year. He shared that MBOs assigned by the Chair and MBOs internal to the subcommittee were now complete.

He notified the committee that the online Council and Committee MBO submission form was ready for use. The tool will be used to house MBOs from year-to-year and submissions will be pulled to determine strategic plan traction. He thanked Ms. Huff as she created the training video to be used by council and committee members.

Mr. Smith also reminded the committee of the history of the membership survey as it was initially owned by PLC.

Mr. Patton reported there was not a lot of communication this year between MP and PLC regarding the membership survey; considered an anomaly this year. Conversations were had with MP leadership regarding this, and it was shared that MP has a lot of high-priority items on their plate. As a result, the survey may not have had as much attention dedicated to it as needed.

Mr. Smith shared that the subcommittee's recommendation was to have an official liaison between MP and PLC. Brainstorming was done to determine if bringing the survey back to PLC was needed. The goal would be to ensure the survey was useful for PLC and used questions related to the strategic plan. This is a decision for next year's subcommittee. The workload of V&D would support bringing this back to PLC.

Responses from the membership survey sent in the fall of 2024 were reviewed and shown on screen. Key feedback from the survey as shared in the meeting is noted below:

- Members find value in journals and publications.
 - Handbook offerings were noted as one of the primary reasons members retained their membership.
- Though members find value in handbooks and publications, handbooks and publications experienced a significant drop in value according to the survey.
- Training and professional development have skyrocketed in adding value for members.
- Members who chose not to renew their membership noted that the value and the cost of membership were unequal.

Mr. Smith notified the committee that historically, the survey was sent in early November with a 6-week response window; results were then reported at the Winter Conference. Due to timing, there is not much time to incorporate societal changes based on survey responses. Suggested changing the timing of when results are pulled.

He thanked Marketing for pulling strategic plan data to determine traction based on how many people visited the strategic plan webpage. We want to know the effect of the strategic plan on society and how it is utilized. The new MBO form is one method intended to be used by PLC for this, however, we think it would be useful if the survey could be used for the same goal. A summary of additional discussion regarding the survey is noted below:

Extend the survey response window so that there is a better cross section of the information that is being evaluated.

Are the same members from year to year responding to the survey?

No way of tracking; this is a good point as there may be overlap.

What are we doing with the responses? In reviewing responses, 10% of respondents shared that ASHRAE isn't providing the resources they desire.

In those instances, the next question would be what resources are missing. That question is vague and could reference anything from networking to products not being in their native language. It's an ill-defined question. This type of feedback is expected from respondents of any survey sent by any organization.

PLC needs to bring the survey back in-house. It was sent to MP as PLC had a heavy load at the time, however, we used a lot of feedback from the survey in our committee work.

It's a great survey but we should create action items from the responses.

Initially, the goal was to keep the number of responses down. Now we have too many questions. Limiting the time to engage in the survey is important but then you must decide what data you will get and the efficacy of that data.

We need to make it a priority to address the value proposition for ASHRAE membership. Based on survey responses, at least for the last three years, it has been noted that some employees are not willing to pay for ASHRAE membership if their company does not subsidize the expense.

Training and professional development was mentioned as being high in value. Are we seeing companies wanting to see the resources ASHRAE offers as well? Is that response driven by the company or the member itself?

Are these the only options presented to survey respondents? Is there an opportunity to expand survey responses to help clear the gray areas we are discussing?

Yes, this is why we recommend that the survey come back to PLC.

There is also an opportunity to join this with the exit survey.

We didn't want to do that as the exit survey should be completed as quickly as possible and focus on the members' potential to renew membership in the future.

Was instruction given to technical committees about this?

The tool was set up to align with the new strategic plan. We are hoping to see more communication between Planning and the different councils and committees as these groups have explicit strategic planning direction in their ROB's.

There is also a drop down for the CRC motion database that relates the motion submitted to the strategic plan. This could also be used to track strategic plan traction if needed.

Implementation and Innovation Subcommittee

Mr. Austin reported on the activities of the subcommittee. He thanked the group for their work and shared that councils and committees moving forward need to be contacted prior to the winter conference regarding their MBOs.

He reminded the committee of confusion expressed by council and committee members ahead of the winter conference as the subcommittee worked to inform ASHRAE groups of the new strategic plan and next steps. The subcommittee also wanted to advise groups that PLC could help with the creation of their MBOs if needed.

MBOs were already developed by groups before PLC reached out. Will be seeking to adjust the timeline of contact in the future to prevent confusion.

It was shared that the above may be done by another PLC Subcommittee as a new subcommittee structure is being proposed at this meeting.

Mind mapping activities were noted. Ms. Schultz was thanked for her work.

MBOs as assigned were reviewed and displayed on screen.

Strategic Plan Development Subcommittee

Mr. Macauley reported on the activities of the subcommittee. He thanked staff and subcommittee members.

He shared with the committee, as a reminder, that the plan was presented in Orlando and is set to be officially launched during this conference. Will be mentioned by Mr. Littleton at the plenary. The plan is also now available on the ASHRAE website.

An update was also given to the committee regarding an assigned MBO to update the Strategic Planning Manual based on lessons learned from this year's planning cycle. It was determined that the manual as currently written is general, but also specific enough for work of the committee and no edits would be made at this time.

Global Trends Subcommittee

Mr. Hunt reported on behalf of the subcommittee as subcommittee chair, Sheila Hayter, had a meeting conflict.

He shared that the group met during the 2025 winter conference and recommendations would be shared with the Validation and Documentation Subcommittee for action.

NEW BUSINESS

2025-28 Strategic Plan KPIs

It was moved and seconded that,

(2) KPIs as presented in ATTACHMENT A be approved as presented.

Below is a summary of discussion:

(Mr. Smith - Chad) KPIs are great. Maybe expand to track participation in professional development?

(Mr. Hunt) If we approve this, V&D will take this on.

It was moved and seconded that,

(2A) The second category of the KPIs noted in ATTACHMENT A be amended to include tracking professional certifications.

Below is a summary of discussion:

(Mr. Owen) Do we just want to add certifications? We only have a small number. Or is the committee referring to all professional development?

(Ms. Schultz) We should track training and certification. Let's add training and certification to high utilization of ASHRAE resources.

(Mr. Owen) We have an automated platform that entails more details. Will need to broaden scope to include the entirety of professional development as there are only a limited number of certifications.

MOTION 2A PASSED (Unanimous Voice Vote, CNV)

AMENDED MOTION 2 PASSED (Unanimous Voice Vote, CNV)

PLC Reference Manual & New Subcommittee Structure

Mr. Macauley noted that when the current PLC subcommittees were originally created, the strategic plan was 5 years in length. When looking at a 3-year strategic plan, there wasn't much time in between. He reviewed the refined subcommittee scopes and the new proposed subcommittee structure as shown on screen. Want to embrace more continuous strategic planning. Also, historically when reviewing future visions such as Vision 2030, they were presidential ad hocs and PLC was not involved in that process. If PLC is responsible for the long-term vision of Society, PLC should be involved in discussions regarding ASHRAE'S future visions. The proposed subcommittee structure also helps to not duplicate efforts across subcommittees.

In summary, the recommendation is to take the work of the Strategic Plan Development Subcommittee and roll it into the scope of the Implementation and Innovation Subcommittees. The Implementation Subcommittee will use the strategic plan to develop metrics and implement tasks to ensure success of the plan. The Innovation Subcommittee will take on the long-term strategic vision of the Society as well as maintain the strategic plan. Also wanted the opportunity to appoint a chair and vice chair instead of a single subcommittee chair or co-chairs as done in the past. Flexibility, with the proposed changes, is provided to the chair to appoint as needed. Below is a summary of discussion of the proposed changes:

Did we restructure because the strategic plan is now 3 years?

Yes, with a 5-year plan there was some downtime and now there is none. The subcommittees are expected to work continuously.

If the strategic plan is a living document, it should be monitored on a continuous basis. As a result, we need a subcommittee that is able to do that.

The confusion comes from the way the subcommittees operate. Mr. Macauley is proposing there will be 3 subcommittees. What's happening is there was an overlap in duties. This is a good thing as I&I was getting ideas and then SPD hired a strategic plan consultant that does the same thing at a much higher level. I&I was hands off until SPDs work was done. The proposed restructuring eliminates the back and forth.

In favor. Looking at the set assignments, there should be more representation from this year’s strategic plan on that group. We should include consultants.

Non-members of Planning can serve on subcommittees if needed. May or may not be able to get consultants which are appointed at the discretion of the President-Elect; however, we can informally ask certain individuals with historical knowledge to participate in discussions.

It was moved and seconded that,

(3) Changes as proposed to the PLC Reference Manual be approved as presented.

MOTION 3 PASSED (Unanimous Voice Vote, CNV)

Strategic Plan Expenditures

Mr. Austin shared anticipated expenditures related to the 2025-28 Strategic Plan from committees. Feedback from committees was reviewed as shown on screen.

In summary, most committees do not foresee a need to increase their budgets to align with the strategic plan, or they are unable to estimate potential fund needs at this time. Fund needs for several committees will be investigated further in the Society Year.

POSTPONED MOTION DISCUSSION – FEBRUARY 7, 2025

(4) The Planning Committee MOP as presented be approved.

Mr. Smith (Chad) moved and Mr. Macauley seconded that,

(4A) Planning Committee MOP Section 8 be revised based on approved Reference Manual changes at the June 20, 2025 PLC meeting.

MOTION 4A PASSED (Unanimous Voice Vote, CNV)

AMENDED MOTION 4 PASSED (Unanimous Voice Vote, CNV)

MBO UPDATES (2024-25)

MBOs 1-5 were reported as complete.

Mr. Hunt provided an update regarding the below assigned MBO to himself and Mr. Sepulveda:

MBO #6 - Provide minimum of 3 innovative ideas to increase the value in ASHRAE membership.

Innovative ideas shared with the BOD at the 2025 Winter Conference, and their outcomes since the conference are noted below:

Innovative Ideas	Update/Action Taken
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<p>(Workforce Development) Innovative ideas to:</p> <ul style="list-style-type: none"> • Attract Talent • Engage Talent • Retain Talent 	<p>Current President Dennis Knight, and incoming President Bill McQuade, have noted Workforce Development as key components of their presidential themes.</p> <p>To address innovative ideas associated with workforce development, Planning Committee leadership spoke with Tony Srgo of EdVenture Partners. EdVenture Partners uses a specific model to run peer-to-peer marketing, i.e. students at schools and universities across the world marketing to their peers. The students gain invaluable real-world experience and the brand, product or social cause benefits from this approach.</p> <p>Initially, leadership felt this opportunity could be explored as it would help to further connect the younger generation of HVAC professionals with ASHRAE. After further investigation, it has been determined that EdVenture Partners focuses on ideas and concepts not related to HVAC engineering or increasing the number of students that select HVAC as their area of interest during their collegiate careers.</p> <p>More research is needed to confirm that this type of partnership is relevant for ASHRAE as there would be significant financial implications. Planning will continue to work with the outgoing and incoming President-Elect, Bill McQuade and Sarah Maston, as well as the incoming Treasurer, Ashish Rakheja, to create opportunities to provide support for the workforce development ideas noted.</p>
<p>Regions and Chapters using Strategic Plan for MBO Development.</p>	<p>During the 2025 Annual Conference meeting of the Planning Committee, much discussion took place regarding the creation of KPIs tied to the 2025-28 strategic plan that can be used by the Chapters.</p> <p>KPIs intended for chapters are set to be created as it is the committee's intent that this will help drive actionable outcomes for the strategic plan. Without chapter KPIs, the strategic plan could become lost among one of ASHRAE'S most valuable resources, it's chapters.</p> <p>Will be addressed by incoming Committee leadership, Dunstan Macauley and Billy Austin.</p>
<p>Establish a Planning Committee Advisory Group (formal or informal) formed by previous PLC leaders to secure a smooth transition between Planning Committee over Society Years, with a special focus on two areas:</p> <p>New ideas for improving Chapter's engagement, capacity, and support to deliver greater value to current and future members, enhancing membership retention, growth, and Society's global relevance.</p> <p>A Succession/Continuity Plan development that included strategies to identify and retain the best talent for the Planning Committee,</p>	<p>Will be addressed by incoming Committee leadership, Dunstan Macauley and Billy Austin.</p> <p>Currently assigned via 2025-26 Society year MBOs with a set completion date of the 2026 Annual Conference.</p>

going forward. Strategies to identify the best talent for the Planning Committee.	
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RECOGNITION OF OUTGOING MEMBERS

Mr. Hunt recognized the following outgoing members:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Farhan Mehboob • Michael Patton • Chad Smith • Bassel Anbari • Carrie Brown • Sheila Hayter | <ul style="list-style-type: none"> • Mick Schwedler • David Yashar • Sherry Abbott-Adkins • Jonathan Smith • Devin Abellon, CO • Andres Sepulveda <p><i>*Outgoing as Vice Chair, incoming CO*</i></p> |
|--|---|

He thanked everyone for their service and shared that he was grateful to work with such a dedicated team of volunteers.

CHANGE OF LEADERSHIP

Mr. Hunt acknowledged that due to the BOD slate announced at the 2025 Winter Conference, both he and Mr. Sepulveda would be rolling off of PLC.

Mr. Macauley thanked both Mr. Hunt and Mr. Sepulveda for their leadership. He acknowledged Mr. Austin as the incoming Vice Chair. He thanked the committee and noted that a lot of work had been done, and some high expectations had been met. Looking to continue the good work of the committee.

He reviewed assignments and MBOs as noted in **ATTACHMENT B**.

In reviewing assignments, he noted that members will be appointed to the remaining groups below after the conference:

- Vision 2030 Ad hoc
- Emerging Technologies Ad hoc

Mr. Macauley shared that the Emerging Technologies Ad hoc will report to the Implementation and Innovation Subcommittee. Emerging Technologies would work with Technology Council. Requested that Mr. Hunt and Mr. Sepulveda participate in the above groups per their assigned council positions for the 2025-26 Society Year.

As an update of activities for the society Year, he shared that there would be a virtual strategic planning retreat. The retreat is intended to be conducted by the Innovation Subcommittee with him and Mr. Austin assisting.

Mr. Macauley touched on confusion mentioned by the Implementation and Innovation Subcommittee when reaching out to committees prior to the 2025 Winter Conference. To improve communication from Planning to councils and committees, PLC appointed liaisons to each of the councils. Going forward, all contact will be filtered through the assigned liaisons. If any of the subcommittees would like to interface with councils and committees, they will need to go through the assigned liaison.

At least two months before the conference, if needed, liaisons will contact their assigned councils so that they can be on the agendas of their assigned groups ahead of time.

FUTURE MEETINGS

Mr. Macauley noted meetings during the Society Year as noted below:

- Monthly Leadership Mtgs. – Every 3rd Thursday at 10:00AM ET (beginning August 19th)
- Full Committee Mtg.– September 30, 2025 | 9:00AM – 10:00AM ET
- Full Committee Mtg. – April 14, 2026 | 9:00AM – 10:00AM ET

ADJOURNMENT

Mr. Macauley adjourned the meeting at 3:50pm.

Respectfully Submitted,

Dunstan Macauley

Attachments:

- A. 2025-28 Strategic Plan KPIs
- B. 2025-28 PLC MBOs & Assignments (Macauley)



Next Steps: KPIs

A strong member and volunteer base	High utilization of ASHRAE resources	Organizational foresight, leadership	A viable and thriving industry	A positive impact on the environment and the larger industry
<ul style="list-style-type: none"> • # of Members, Volunteers • Member Retention • Member Satisfaction • # of motions from CRC's that align with strategic plan goals/objectives 	<ul style="list-style-type: none"> • Annual transactions per member • Conferences attendance (Winter, Annual, topical) • Training and professional certifications 	<ul style="list-style-type: none"> • # of joint meetings & events <ul style="list-style-type: none"> • Chapter joint meetings with other societies (PAOE CT18) • Student activities held jointly with another organization (PAOE SA5.1) • YEA joint event with another society (PAOE YEA16) 	<ul style="list-style-type: none"> • # of activities in support of the emerging workforce <ul style="list-style-type: none"> • K12/STEM activities hosted by chapters (PAOE SA5) • Students participating in chapter meetings (SA6.10) • Chapter members participating in post-high school activity (SA6.13) 	<ul style="list-style-type: none"> • Market Penetration Rate: Tracking the utilization of ASHRAE standards / guidelines through a member and / or non-member survey (e.g. have you used ASHRAE standards in your work within the last three months?) • Members reporting use of ASHRAE standards in their work in the past year (addition of question to an existing survey) • Number of government outreach events • Perception of ASHRAE's influence in the advocacy space (eg via Penta research)

2025-26 Planning Committee Leadership Assignments

Implementation	Innovation	Validation & Documentation
Madison Schultz - Chair	Chandra Sekhar - Chair	Kellie Huff - Chair
Vanessa Freidberg	Buzz Wright	Bill Simpson
Rupesh Iyengar	Lan Chi Nguyen Weekes	Richie Mittal
Samir Traboulsi	Michael Pouchak (Consultant)	Julia Timberman (Consultant)
Maggie Moninski (Consultant)		Pankaj Dharkar (Consultant)

Executive Committee	Vision 2035 Ad Hoc
Dunstan Macauley - Chair	TBD
Billy Austin	
Madison Schultz	
Chandra Sekhar	
Kellie Huff	
Andres Sepulveda (CO)	
Chandrias Jolly (Staff)	

Emerging Technologies Ad Hoc
TBD

