



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**Tuesday, May 19, 2020
2:00pm - 3:00pm**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the June 11, 2020 meeting.

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May 19, 2020

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PRINCIPAL MOTIONS
 Planning Committee Meeting
 May 19, 2020

No. – Pg.	Motion
1 – 3	that the Planning Committee Reference Manual as presented be approved.

ACTION ITEMS
 Planning Committee Meeting
 May 19, 2020

No. – Pg.	Responsibility	Summary
1-2	Mr. Klock	Review items in the Planning Committee MOP that are not currently being done by the Committee for possible removal/ discussion (Carryover from January 31, 2020).
2-2	Mr. McGinn	Report ExCom’s feedback regarding the Planning Committees involvement in helping the Board imagine a Post-Coronavirus ASHRAE (Carryover from April 14, 2020)
3-2	Mr. Wentz	Send the finalized Strategic Plan MBO Tracking Spreadsheet to the full Committee after the joint Implementation/ Monitoring/ Tracking Subcommittee Meeting.
4-2	Council Liaisons	Request that the finalized Strategic Plan MBO Tracking Spreadsheet be added to the 2020 Annual Meeting Council agendas for review of metrics and timeline in each of the four strategic plan initiative areas.
5-2	Staff	Send MOP changes as previously submitted by Mr. Klock to the full Committee for review.
6-3	Implementation Subcommittee	Review the MOP and newly approved Reference Manual for ROB conflicts by the Annual Meeting.
7-3	Ms. Maston	Review how to address questions under step 2 in the Planning and Post Coronavirus document regarding the “new normal” for ASHRAE Committee’s and their response to societal changes.

MINUTES

Planning Committee Meeting

May 19, 2020

2:00pm – 3:00pm

MEMBERS PRESENT:

Thomas Phoenix
Timothy McGinn
David Arnold
William Klock
Thomas Lawrence
Sarah Maston
Bjarne Olesen
Heather Platt Gulledge
Rachel Romero
Timothy Wentz

STAFF PRESENT:

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

CALL TO ORDER

Mr. Phoenix called the meeting to order at 2:01 pm on Tuesday, May 19, 2020.

ASHRAE CODE OF ETHICS COMMITMENT

Mr. Phoenix read the ASHRAE Code of Ethics commitment. He encouraged all present to read and become familiar with the code.

ROLL CALL

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

REVIEW OF ACTION ITEMS

Action Items 1, 2, 3, 5 and 6 were reported as complete. Action items 7 and 8 were reported as ongoing and carried over.

SUBCOMMITTEE REPORTS

Implementation Subcommittee

Mr. Wentz reported that work has been completed in response to originally assigned Planning Committee MBO 1 by creation of the GAP and Overlap Analysis Spreadsheet. It was noted that moving forward, the GAP and Overlap Analysis Spreadsheet should now be referred to as the Strategic Plan MBO Tracking Spreadsheet.

The Implementation Subcommittee has been working closely with the Monitoring/ Tracking Subcommittee in completing shared assignments relating to Committee MBOs 1, 2, and 5. The Subcommittees have also worked to address how Councils are monitoring metrics and timeline in each of the four strategic plan initiative areas. This has been done through the assigned liaisons to each of the Councils at the beginning of the Society Year.

It was also noted that though liaisons were assigned, metrics and timeline for each of the four strategic plan initiative areas should officially be added to the spreadsheet.

Mr. Wentz also reported that sections of the Planning Committee Reference Manual were rewritten to address the transition of Council liaisons in response to MBO#5.

Ongoing work has been done with Tech Council to refine MBOs that were originally listed in the Strategic Plan MBO Tracking Spreadsheet. This was done as the MBOs listed did not align with the four initiatives in the Strategic Plan MBO Tracking spreadsheet.

Mr. Wentz will send the finalized Strategic Plan MBO Tracking Spreadsheet to the full Committee after the joint Implementation and Monitoring/ Tracking Subcommittee Meeting. ACTION ITEM

AI-3

Monitoring/ Tracking Subcommittee

Mr. Olesen notified the Committee of the scheduled joint meeting with the Implementation and Monitoring and Tracking Subcommittees to finalize the Strategic Plan MBO Tracking Spreadsheet. It was discussed that there was concern about how metrics and timeline would be monitored as these items are missing from the spreadsheet.

There was discussion that the Strategic Plan MBO Tracking Spreadsheet, once finalized, should be added to the agendas of each of the Councils for the 2020 Virtual Annual Meeting.

Council liaisons will request that the finalized Strategic Plan MBO Tracking Spreadsheet be added to the 2020 Annual Meeting Council agendas for review of metrics and timeline in each of the four strategic plan initiative areas. ACTION ITEM

AI-4

Procedures Subcommittee

Mr. Klock reported that the Subcommittee is working on multiple items simultaneously. The Planning Committee MOP has been reviewed and a review of the Reference Manual is in progress. It was noted that MOP changes were sent to Mr. Phoenix. The MOP was reviewed briefly during the meeting and it was determined that it should be sent to the full Committee for further review.

Staff will send MOP changes as previously submitted by Mr. Klock to the full Committee for review. ACTION ITEM

AI-5

A survey was also sent to standing Committee Chairs regarding a review of their Committee's ROB. Once all responses have been received, the spreadsheet will be reviewed to determine next steps.

REFERENCE MANUAL UPDATES

The Reference Manual with suggested revisions as presented by the Implementation Subcommittee was reviewed.

It was discussed that the Planning Committee should keep a record of previous Strategic Plans. Basecamp was suggested and there was consensus that this may not be the best place to save this type of record.

There was additional discussion regarding how a record of previous Strategic plans would be kept, however, no final decision was made.

(1) **It was moved,**

that the Planning Committee Reference Manual be approved as presented.

MOTION 1 PASSED (9:0:0) CNV

The Implementation Subcommittee will review the MOP and newly approved Reference Manual for ROB conflicts by the Annual Meeting. ACTION ITEM

AI-6

PLANNING AND POST-COVID ASHRAE

Mr. McGinn reported that ExCom will provide feedback regarding the Planning Committee and post-COVID ASHRAE at the 2020 Virtual Annual Meeting.

It was noted that the intent is for the plan to be implemented soon after the Annual Meeting.

Ms. Maston will review how to address questions under step 2 in the Planning and Post-Coronavirus document regarding the “new normal” for ASHRAE Committee’s and their response to societal changes. ACTION ITEM

AI-7

Step 2

Post Annual meeting, solicit input from the ASHRAE active volunteers on a couple of crucial questions. All standing committee chairs and TC section heads would be asked to respond by end of September to the following two (or similar type) questions.

- *How do you envision the Coronavirus and impending “new normal” is going to impact your committee’s operation, scope, and focus?*
- *From your committee’s perspective, what changes or actions should ASHRAE consider to respond and adapt to these societal changes?*


NEW BUSINESS

Mr. Phoenix noted that Ms. Maston will be the incoming Chair for the 2020-2021 Planning Committee. Everyone was thanked for their hard work during the 2019-20 Society year.

ADJOURNMENT

The meeting was adjourned at 2:41 pm.

Respectfully Submitted,



Thomas H. Phoenix

Attachments: A. Planning Committee Reference Manual – May 2020



PLANNING COMMITTEE
REFERENCE MANUAL

Latest Approval Date: May 19, 2020

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I Purpose and Scope of Planning Committee

The role of the Planning Committee (PLC) is to assist the Board of Directors (BOD) and the organization in the development of strategic thinking for the future. The activities required to accomplish this role include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD to adopt as strategic goals on an ongoing basis.

The PLC uses an approved method of soliciting continuous strategic planning from the councils and committees for use in advising the Board of Directors on ideas which may be considered for changes to the strategic goals and directions of the Society. This process implements bottom-up thinking and empowerment of the councils and committees. Included in this section is a graphic presenting the necessary timelines to allow BOD to engage strategic thinking on issues as they arise.

The PLC monitors, on an ongoing basis, councils' and committees' progress in achieving the Strategic Plan goals of the Society. The PLC provides regular reports on findings and recommendations for adjustments to the Strategic Plan. On a regular basis, PLC performs a gap analysis on the Strategic directions and goals of the councils for inclusion in a report to the BOD to facilitate the planning process.

The PLC continuously reviews all facets of Society operation and makes recommendations to the BOD for changes and revisions as appropriate.

II Planning Committee Responsibilities

a. Strategic Planning

- 1) The Planning Committee (PLC) is responsible for ASHRAE's long-range and strategic planning activities on a continuous basis. The PLC role is to monitor the strategic vision of the organization, to suggest long range strategic goals and to assist the Board of Directors (BOD) and the organization to think strategically in planning for the short term and long range future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD for adoption as strategic goals on an ongoing basis. The PLC reports to the BOD.
- 2) When requested by the BOD, the PLC shall facilitate development of a new Strategic Plan.
- 3) Once a Strategic Plan is approved by the BOD, the PLC shall
 - i. Develop methods to communicate the Strategic Plan initiatives and benefits to all Members, with specific effort directed to Chapters, Regions, Committees, and Councils.
 - ii. Oversee Strategic Plan implementation by establishing an Implementation Subcommittee

- a. The Implementation subcommittee shall consist of four members of Planning; a liaison to each of the three Councils and a chair. Additional members from Planning can be added, at the direction of the subcommittee chair, to serve as liaisons to committees, such as presidential ad hoc committees , as necessary.
 - b. The Implementation subcommittee will work with the Councils and presidential ad hoc committees to ensure each committee develops appropriate timelines for implementation, metrics to measure success and a method to measure progress.
 - c. The Implementation subcommittee will develop a methodology to identify gaps and overlaps in implementing the Strategic Plan
 - d. The implementation subcommittee will be formed one-year prior to the launch of a Strategic Plan and will be dissolved one-year after the launch of a Strategic Plan
 - 1. The members serving as liaisons to the three Councils on the Implementation subcommittee may transition to the Monitoring subcommittee at the dissolution of the subcommittee.
 - iii. Monitor the activities of Society Councils and Standing committees to determine their progress in achieving the Strategic Plan goals by establishing a Monitoring subcommittee.
 - a. The Monitoring subcommittee shall consist of up to seven members of Planning; up to two liaisons to Tech Council, one liaison for Members Council, one liaison for Pub/Ed Council, one liaison for the Research Strategic Plan, one person to follow the Society theme and presidential ad hoc committees, and one chair.
 - b. The monitoring subcommittee shall be a permanent subcommittee of Planning
 - iv. Provide a report of findings and recommendations to the BOD at the Winter Meeting of the Society.
 - v. If an update of the existing strategic plan is requested by the BOD, submit it to the BOD at the appropriate meeting. An example is a “mid-plan” update half way through the Strategic Plan implementation process.
- 4) Develop and implement feedback procedures to convey strategic planning suggestions and desired directional shifts to the BOD.
- 5) Committee Composition: The PLC shall consist of 7 to up to 12 voting members and should include representation from all councils. The Executive Vice president and a staff director shall be non-voting members of the committee. The PLC voting membership shall include:
- i. One (1) Society Vice President

- ii. One (1) Director-at-Large
 - iii. One (1) Director and Regional Chair
 - iv. At least two (2) to seven (7) other members of the Society who are serving or have served as Board members
 - v. One (1) member who has been a YEA chair within the past three years.
 - vi. One member in good standing
- 6) Term of Service: With the exception of the Society Vice President, the Executive Vice President and the staff director, service on this committee is intended to be for a 3-year term. Appointments are made, however, each year by the President-Elect for the administrative year covered by her or his term as president. The Society Vice President shall serve two years contingent on his/her election as a Society Vice President and his/her appointment by the President-Elect.
- 7) Qualifications:
- i. All members except the member who represents YEA must hold the grade of Member or higher in the Society.
 - ii. All councils should be represented on the voting membership of the committee.
 - iii. Representation from outside North America should be considered
- 8) Helpful qualifications, experience, interests or skills: Strongly preferred qualifications include demonstrated ability in strategic, forward thinking and a broad understanding of recent past, current and potential issues facing the Society. It is also preferred that several PLC members are able to clearly articulate strategic concepts to help facilitate strategic discussions with the BOD ExCom, during the BOD fall planning session and other interactions with the BOD.
- 9) Specific Time, Money and Task Commitments:
- i. Attend the ASHRAE Annual (Summer) and Winter conferences.
 - ii. Dates of required attendance: The PLC meets on Friday, the day prior to the Annual and Winter conferences, typically from 1:00 PM to 6:00 PM. If a PLC member is assigned to liaise with a council or committee, the member should plan to be present for the appropriate council or committee meetings held during the Annual and Winter conferences as well as to participate in conference calls of the council or committee. Frequently, PLC members elect to attend most of the Annual and Winter conferences to maintain familiarity with current Society issues and become aware of strategic directions the Society may pursue.
 - iii. Up to 2 additional meetings may be held at the discretion of the Planning Committee Chair.
 - iv. Transportation Costs: Transportation costs are paid by the Society. See ROB
 - v. 1.201.027.
 - vi. Additional expenses covered by Society: N/A

- vii. Subcommittee work description: There are two on-going PLC subcommittees, Implementation and Monitoring; however, there are likely to be other subcommittees formed per the prerogative of the PLC chair to carry out committee MBOs or for other reasons. It may be determined that these subcommittees will meet during the Annual or Winter conferences.
 - viii. Special events to be aware of at the Annual and Winter conferences: Because the PLC is responsible for guiding the BOD through its strategic planning activities, there may be special BOD sessions held during the Annual and Winter conferences that require PLC participation.
- 10) Requirements between Annual and Winter conferences:
- i. Describe the frequency of conference calls: The PLC holds at least one conference call in the fall and one in the spring following the Annual and Winter conferences. Typically, the PLC will hold two or three calls in the periods between Annual/Winter/Annual conferences. Subcommittees formed to carry out committee MBOs are likely to also hold conference calls, depending on what the subcommittee leads determine is necessary. Committee and subcommittee conference calls are two hours or less on duration.
 - ii. List anticipated face-to-face meetings in spring and fall: PLC does not hold regular face-to-face spring or fall meetings; however, if the BOD determines it wishes to hold a special planning session, then PLC members may be required to attend this meeting. Typically, the BOD conducts its annual strategic planning discussions during the fall planning session concurrent with the fall BOD meeting (usually occurring mid-October to early November). Some PLC members who are not current members of the BOD may be invited to participate in this session.
 - iii. Describe individual workload and anticipated time requirements per week (or month): Most of the individual workload is determined by the individual's assignment to support the PLC chair's MBOs. Work is likely to occur in bursts, requiring up to a few hours per week over a short period of time. Once activities supporting an assigned MBO are completed, then the individual's workload is minimal beyond what is necessary to be familiar with committee activities (a few hours here and there). The committee chair workload consistently averages a few hours a month with extra time needed to prepare for special events, such as the fall BOD planning session and the Winter and Annual conferences.
 - iv. What other committee activities must a prospective member be aware of: Strategic leadership of the Society is the Board's most important role, and PLC members enjoy the strategic thinking and big-picture perspective when looking forward on the Society's behalf. Members are also able to weigh strategic ideas and make recommendations to determine which is the most appropriate for the Society to pursue, anticipate the steps that must be taken in pursuing the ideas (most importantly, gaining BOD member support for the ideas), facilitate implementation of those steps and evaluate impact when a change has been implemented.

b. Continuous Strategic Planning

Appendix B (of the supplement) details the timelines for continuous strategic planning (CSP) activities and graphically illustrates these timelines. The Planning Committee is responsible for receiving the CSP input from the committees and councils and presenting them to the Board of Directors for consideration at the fall planning meeting. The authority for this activity is under ROB 2.101.008. Each council and standing committee has specific requirements to meet this ROB. The Planning Committee member encourages this planning culture at all levels within the Society.

Appendix C (of the supplement) is the June 26, 2011 Webinar on Continuous Strategic Planning

The information to be provided by Committees and Councils is solicited via an Excel Spreadsheet that has been developed for that purpose. (See Appendix D of the supplement)