



Shaping Tomorrow's  
Built Environment Today

## **MINUTES**

### **PLANNING COMMITTEE MEETING**

**Wednesday, November 4, 2020  
9:00am - 10:00am**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the December 2, 2020 meeting.*

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November 4, 2020

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**PRINCIPAL MOTIONS**  
 Planning Committee Meeting  
 November 4, 2020

No. – Pg.	Motion
1-2	The Minutes from the September 9 <sup>th</sup> and October 7 <sup>th</sup> Planning Committee Meetings as presented be approved.

**ACTION ITEMS**  
 Planning Committee Meeting  
 November 4, 2020

No. – Pg.	Responsibility	Summary
1-2	Mr. Littleton	Contact Stephen Matthews at CIBSE to determine how the organization is being impacted by COVID and copy David Arnold.
2-2	Ms. Platt Gullledge/ Mr. Littleton	Send Mr. Littleton the full list of organizations being researched by the Post COVID subcommittee so that he may assist with determining how they have been impacted by the coronavirus.
3-3	Mr. Miller	Forward the survey results from Members Council regarding Chapter experiences amid the Coronavirus pandemic to the Post COVID ASHRAE Subcommittee.

**MINUTES**  
Planning Committee Meeting  
**November 4, 2020**  
**9:00am - 10:00am**

**MEMBERS PRESENT:**

Sarah Maston  
Bill Klock  
David Arnold  
Blake Ellis  
Stephanie Kunkel  
Trent Hunt  
Tom Lawrence  
Vanessa Friedberg  
Mark Miller  
Bjarne Olesen  
Heather Platt Gullledge  
Bill McQuade

**GUESTS PRESENT:**

Tim 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  
Dustin Mason, Development Manager  
Alice Yates, Staff Director, Government Affairs  
Chandrias Jacobs, Coordinator of Board Services  
Candace DeVaughn, Manager of Board Services

**CALL TO ORDER**

Ms. Maston called the meeting to order at 9:01AM on Wednesday, November 4, 2020 .

**ASHRAE CODE OF ETHICS COMMITMENT**

Ms. Maston 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**

A new item titled *Society Transformation Ad Hoc Presentation* was added after the review of the agenda.

**SOCIETY TRANSFORMATION AD HOC PRESENTATION**

Mr. Wentz presented an update regarding the activities of the Society Transformation Ad hoc (**ATTACHMENT A**).

**APPROVAL OF MINUTES**

Mr. Hunt moved and Ms. Platt Gulledge seconded,

**(1) The Minutes from the September 9th and October 7th Planning Committee Meetings as presented be approved.**

**MOTION 1 PASSED (9:00 CNV)**

**REVIEW OF ACTION ITEMS****September 9, 2020**

Action Item 3 was reported as ongoing.

**October 7, 2020**

All action items were reported as complete.

**SUBCOMMITTEE REPORTS****Monitoring Subcommittee**

Mr. Olesen reported that MBOs from all of the Councils being input into the MBO Tracking Spreadsheet.

It was noted that all MBOs will need to be added to the new MBO Tracking Spreadsheet that will be used next year.

Mr. Littleton and Ms. Maston noted that Staff Directors have been nudging the councils for completion of their MBOs.

The subcommittee is hoping to have a finalized MBO Tracking Spreadsheet by the 2021 Winter meeting.

**Post COVID ASHRAE Subcommittee**

Ms. Platt Gulledge reported that the survey regarding post COVID ASHRAE has been distributed. Expecting to get really good feedback of what has been experienced in the virtual environment by ASHRAE committees.

While the survey is underway, the subcommittee is researching other organizations to determine how they are adapting to the post COVID environment.

Mr. Hunt reported that he reached out to Steven Gill, a contact from CIBSE, to determine how the organization has been impacted by COVID. They have had no face to face meetings. Virtual Conferences have not been successful on their end.

Mr. Littleton notified Mr. Hunt that their may be a more appropriate contact to determine how CIBSE's operations have been impacted.

**ACTION ITEM - Mr. Littleton will contact Stephen Matthews at CIBSE to determine how the organization is being impacted by COVID and will copy David Arnold.**

**AI – 1**

**ACTION ITEM – Ms. Platt Gulledge will send Mr. Littleton the full list of organizations being researched by the**

**AI – 2**

**Post COVID subcommittee so that he may assist with determining how they have been impacted by the coronavirus.**

Ms. Gupta provided an update regarding the Post COVID survey that was distributed on November 2<sup>nd</sup>. 455 responses have been received out of the 7500 individuals that received the survey. The survey is set to close on November 8<sup>th</sup>.

Ms. Maston informed the Committee that Conference attendees have also been surveyed prior and results for these surveys have been added to Basecamp.

Mr. Miller notified the Committee that Members Council has conducted a survey regarding Chapter experiences as a result of the coronavirus pandemic.

**ACTION ITEM - Mr. Miller will forward the survey results from Members Council regarding Chapter experiences amid the Coronavirus pandemic to the Post COVID ASHRAE Subcommittee.**

**AI – 3**

#### **OLD BUSINESS**

The fun bio game was moved to the next PLC meeting. The Committee was asked to submit any outstanding fun bios before the next PLC meeting.

#### **NEW BUSINESS**

Ms. Maston reported that she and Mr. Klock have received a request to review ASHRAE lean efforts. Once reviewed, discussion will take place at the next full Committee meeting regarding their findings.

A request will also be made to the full Committee to submit any new ideas regarding how ASHRAE may eliminate waste, optimize expenses, increase revenue, and improve member services.

#### **FUTURE MEETINGS**

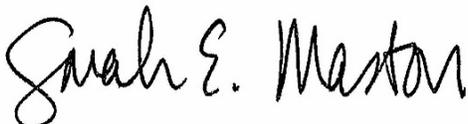
The next PLC meeting will be Wednesday, December 2, 2020 at 9:00AM.

The Virtual Winter Meeting for PLC will be January 6<sup>th</sup>. Ms. Maston noted that the meeting has been set early to allow the Post COVID ASHRAE Subcommittee time to prepare their final report to the BOD.

#### **ADJOURNMENT**

The meeting was adjourned at 9:58am.

Respectfully Submitted,



Sarah Maston

# Society Transformation Ad Hoc

August 18, 2020



CELEBRATING  
**125**  
YEARS

# Society Transformation Ad Hoc

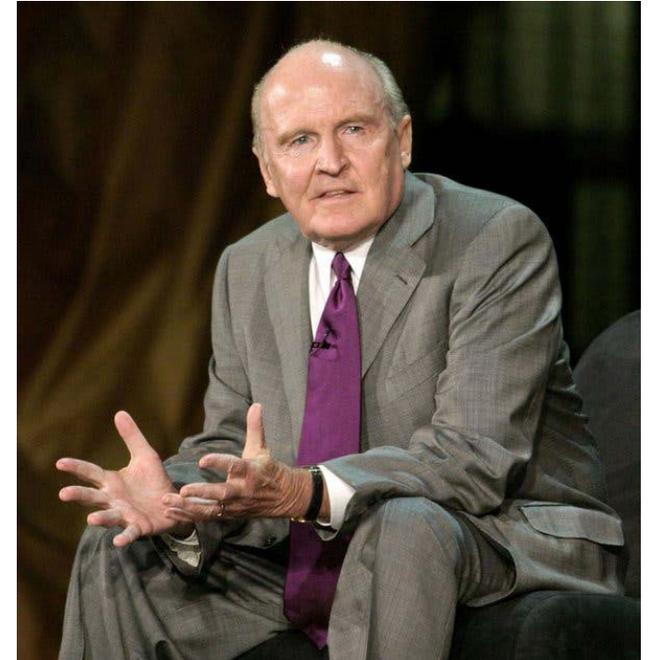
- Establish by President Gullledge on August 20, 2020
- Address the three main transformation initiatives within ASHRAE
  - PEC Ad Hoc on Strategic Business Development
  - Presidential Ad Hoc on Streamlining Society
  - 20-21 Society Theme – The ASHRAE Digital Lighthouse and Industry 4.0



*A transformational change breaks the existing framework, is unbound by time and cannot be undone*

# PEC Ad Hoc Report

- Four transformational changes
  - Use a financial perspective to analyze and evaluate all ASHRAE products and services
  - Create a market-driven business model of product/service development that focuses on the needs and expectations of clients
  - Integrate ASHRAE products across Council “boundaries” into a portfolio or “suite” of products that amplifies its value
  - Develop a sales strategy to sell ASHRAE technology B2B in a digital world
- Seven Action Items to implement



“Control your own destiny or someone else will”  
Jack Welch, former CEO of GE

# PEC Ad Hoc

	2017 Thousands USD	2018 Thousands USD	2019 Thousands USD	Trend versus 2017
Total Revenue	9,955.6	10,108.9	9,691.3	↓
Total Expenses Incl OH & BOD	12,484.2	13,361.7	13,234.8	↑
Total (Deficit) after OH + BOD after	2,528.6	3,252.8	3,543.5	↑

Note: All figures taken from Society Financial Reports.

# Nothing New

## Society Surplus/Deficit Reports

Fiscal Year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	AVE
Budget Surplus/(Deficit)	\$ (158)	\$ (335)	\$ 674	\$ (449)	\$ (283)	\$ (301)	\$ (13)	
Actual Surplus/(Deficit)	\$ 320	\$ 404	\$ 1,231	\$ 702	\$ 411	\$ (175)	\$ 75	
Positive/Negative Difference	+	+	+	+	+	+	+	
Difference (absolute)	\$ 478	\$ 739	\$ 558	\$ 1,151	\$ 694	\$ 126	\$ 88	
% Error	149%	183%	45%	164%	169%	72%	118%	129%

# PEC Ad Hoc

## Revenues & Margins (SY 18-19)

Category	Total Revenue	% of Total	Gross Margin \$	Gross Margin %
Membership Dues	\$ 8,151	28%	\$ 1,470	18%
Exposition Income	\$ 5,976	21%	\$ 5,976	100%
Advertising Income	\$ 4,074	14%	\$ 145	4%
Publication Sales	\$ 3,042	10%	\$ 969	32%
Education	\$ 1,870	6%	\$ 149	8%
Certification	\$ 226	1%	\$ (141)	-62%
Meetings & Seminars	\$ 1,589	5%	\$ (846)	-53%
Contributions	\$ 2,405	8%	NA	NA
Other	\$ 1,711	6%	NA	NA
<b>REVENUES</b>	<b>\$ 29,044</b>	<b>100%</b>		

Revenue – (Direct cost that varies with volume) -  
 (Direct staff labor associated with product) =

**Gross Margin**

# PEC Ad Hoc

	Publications	Advertising	Education	Certification	TOTAL
<b>Actual Revenue</b>	\$ 3,042	\$ 4,074	\$ 1,870	\$ 226	\$ 9,212
<b>Actual Gross Margin (\$)</b>	\$ 969	\$ 145	\$ 149	\$ (141)	\$ 1,122
<b>Actual Gross Margin (%)</b>	32%	4%	8%	-62%	12%
<b>Target Revenue Goal</b>	\$ 4,000	\$ 4,100	\$ 2,500	\$ 500	\$ 11,100
<b>Target Gross Margin (\$)</b>	\$ 1,280	\$ 205	\$ 800	\$ 50	\$ 2,335
<b>Target Gross Margin (%)</b>	32%	5%	32%	10%	21%

# PEC Ad Hoc– Action Items

**Action Item #1** – Recommend that Finance Committee adopt the use of a single analysis form across all ASHRAE products and services to include gross margin dollars, gross margin %, payback and other suitable metrics.

**Action Item #2** – Recommend that Finance Committee reconfigure their accounting system to automatically produce financial data, including gross margin dollars and %, for all products and services

# PEC Ad Hoc – Transformation #2

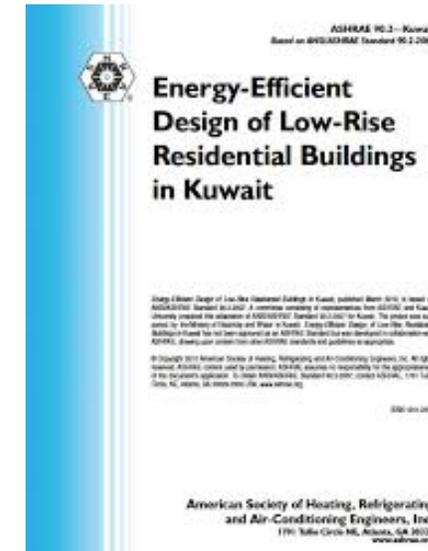
- Create a market-driven business model of product/service development
  - Forging connections with the market
  - Eliminate silos



*“Build it and they will come” –  
Field of Dreams*

# PEC Ad Hoc – Action Items

- **Action Item #3** – Adopt a product/service planning process that is market driven. The process should be developed by a cross-Council team and include Marketing. To leverage ASHRAE strengths, the process should include the appropriate path(s) within ASHRAE to optimize the development and marketing of the product/service identified by the process.



# PEC Ad Hoc – Action Items

- **Action Item #4** – Align products and services across ASHRAE boundaries while simultaneously developing suites or portfolios of products to meet market needs. Alignment shall include addressing pricing and costs, along with coordinating regional and Society delivery of products and services.



# PEC Ad Hoc – Action Items

- **Action Item #5** – Establish a PEC business model that includes governmental and non-governmental entities to deliver ASHRAE products. The business model should include the ability to scale our educational offerings, create revenue streams by licensing or selling ownership of products, hiring an ASHRAE contract officer and the investigation of potential partners.



# PEC Ad Hoc- Transformational Change #4

- Develop a business plan for B2B
  - Forge connections
  - Develop lean and agile collaboration



# PEC Ad Hoc– Action Items

- **Action Item #6** – Create a digital business plan for PEC by identifying 3 to 5 digital product strategies that are in response to market needs and try them, thus allowing PEC to learn which strategies work and which do not



# PEC Ad Hoc– Action Items

- **Action Item #7** – Implement a professional development program to allow staff to develop the skills and knowledge necessary to guide PEC volunteers on how to leverage and apply a digital format.



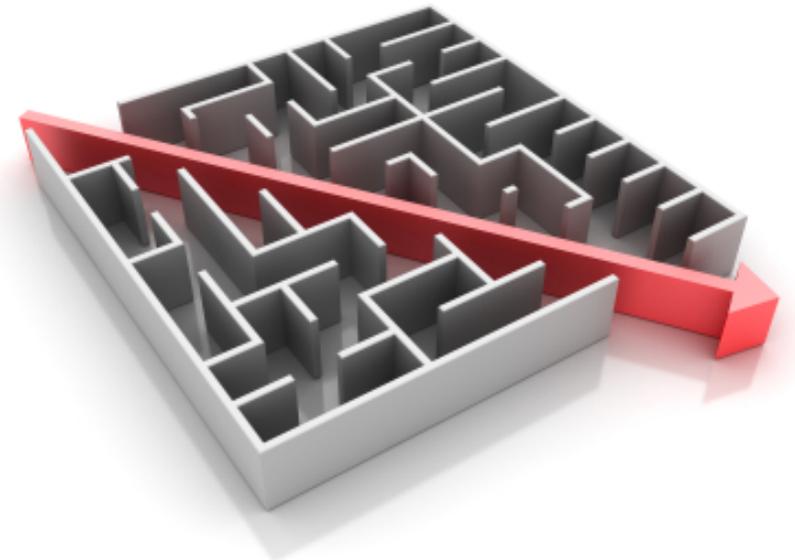
# Society Streamlining Ad Hoc

- Established by then President Boyce
  - Planning process for a more streamlined ASHRAE
  - Overcome the “speed of ASHRAE” obstacle



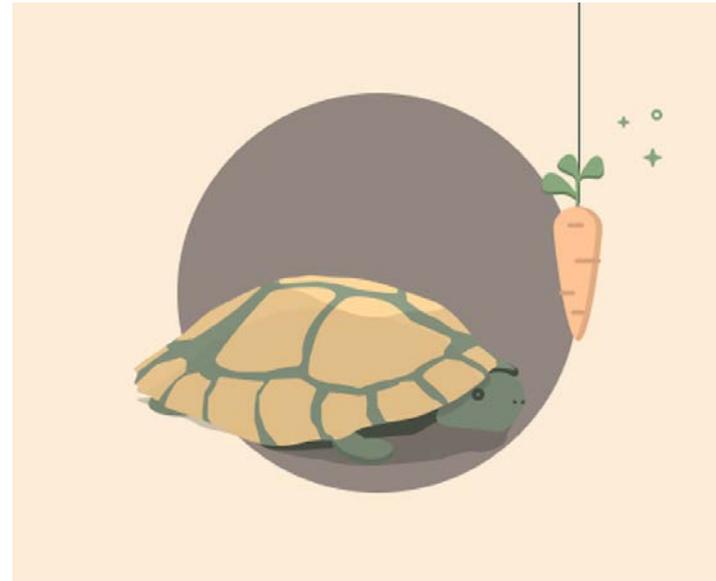
# Society Streamlining Ad Hoc - Scope

- Review, investigate and consider organizational structures to:
  - Eliminate redundancy
  - Add flexibility and adapt to local conditions
  - Allocates resources to most impactful pursuits
  - Optimize by increasing capacity, efficiency and effectiveness



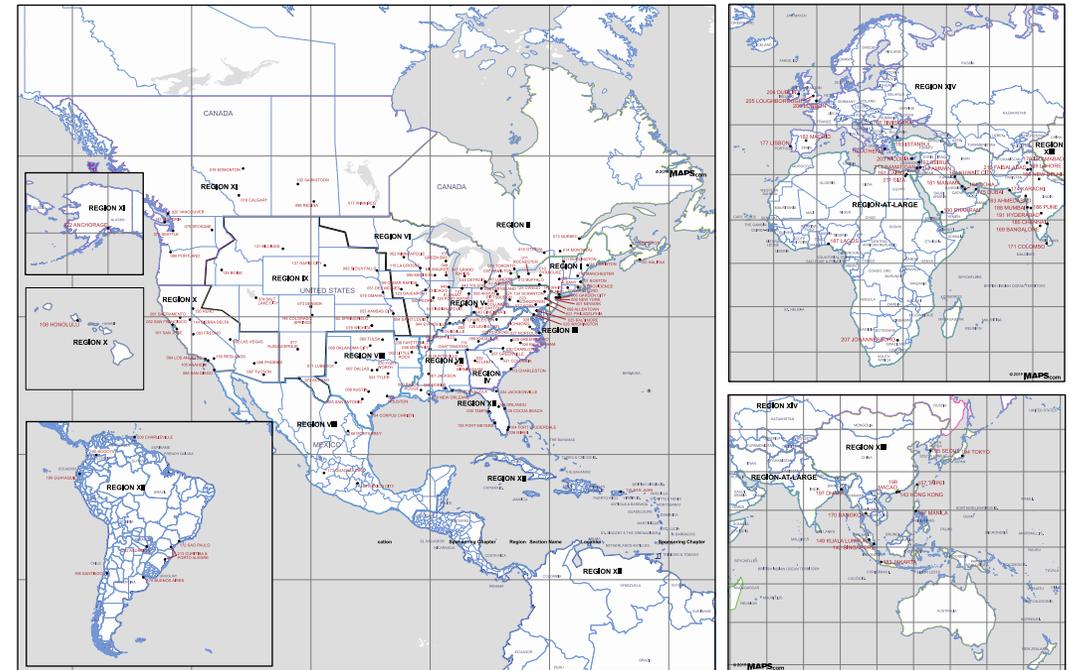
# Society Streamlining Ad Hoc

- Large body of previous streamlining studies
- Few, if any, were acted upon



# Society Streamlining Ad Hoc

- Recommend more emphasis on Councils and Regions
- Make the Board more strategic
- Push decision making to the lowest possible level in Society



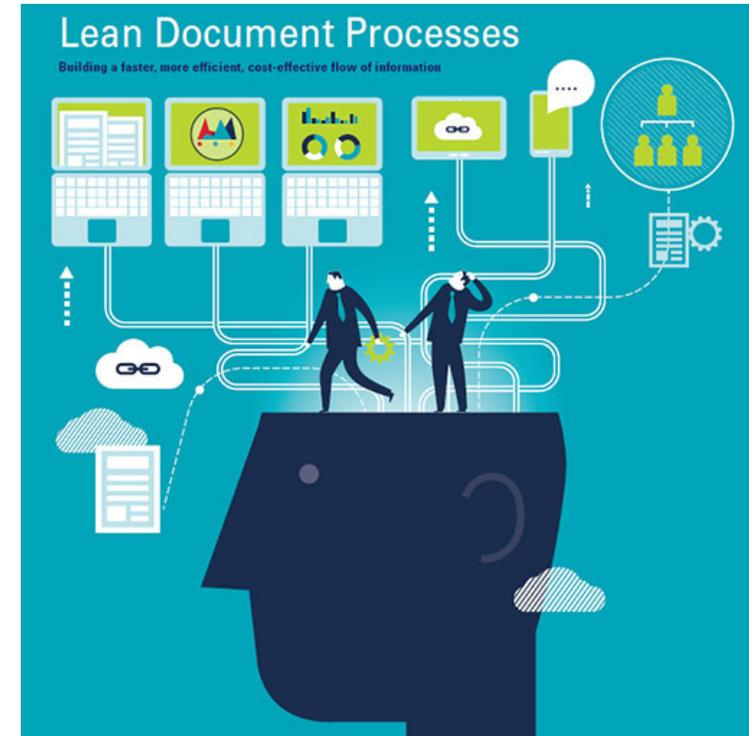
# Society Streamlining Ad Hoc

- Recommendations
  - Reduce the number of Regions
  - Streamline the BOD
  - Streamline Members Council
  - Streamline Tech Council
  - Streamline Pub/Ed Council
  - Improve volunteer experience
  - Increase efficiency of winter and annual meeting



# Society Streamlining Ad Hoc

- Streamlining fits seamlessly with the transformation initiative
- Form follows function
- Figure out what the process should be – create structure to support that process



# Aspirational Goals of Society Theme

- Change the course of ASHRAE
  - Eliminate silos
  - Forge connections
  - Lean and agile collaboration



# Applying Society Theme

- Digital Landscape
  - Create a digital business plan
  - Develop tools to equip members in a digital world
  - Educate and empower members about new digital and technology trends
- Lean collaboration
  - Lean collaboration business plan
  - Market-driven approach
  - Financial analysis of performance
  - Remove waste
- Connections (Future of Work)
  - Portfolio development activity
  - Tools and processes for participation and communication





Market/Grassroots

# Implementation Process for the Digital Society

## Centralized Approach

**ASHRAE Digital Transformation Group**

**PEC Ad Hoc - Action Item #3**

Digital business plan  
 Market-driven product/service process  
 Industry Advisory Board on Digital D/C  
 Rapid survey capability  
 Integrated Design plan on ASHRAE's role  
 Developing design tools & Services  
 Includes data analytics

Lean collaboration business plan  
 Collaboration between diverse groups  
 Tools and processes for virtual communication

**Technology Council**

Connecting to value  
 Capitalize on opportunities  
 Energize & Mobilize  
 Educate, Expose & Train

**Pub/Ed Council**

Connecting to value  
 Capitalize on opportunities  
 Energize & Mobilize  
 Educate, Expose & Train

**Members Council**

Connecting to value  
 Capitalize on opportunities  
 Energize & Mobilize  
 Educate, Expose & Train

**Committees Outside Councils**

Connecting to value  
 Capitalize on opportunities  
 Energize & Mobilize  
 Educate, Expose & Train

**Portfolio Development Activity**

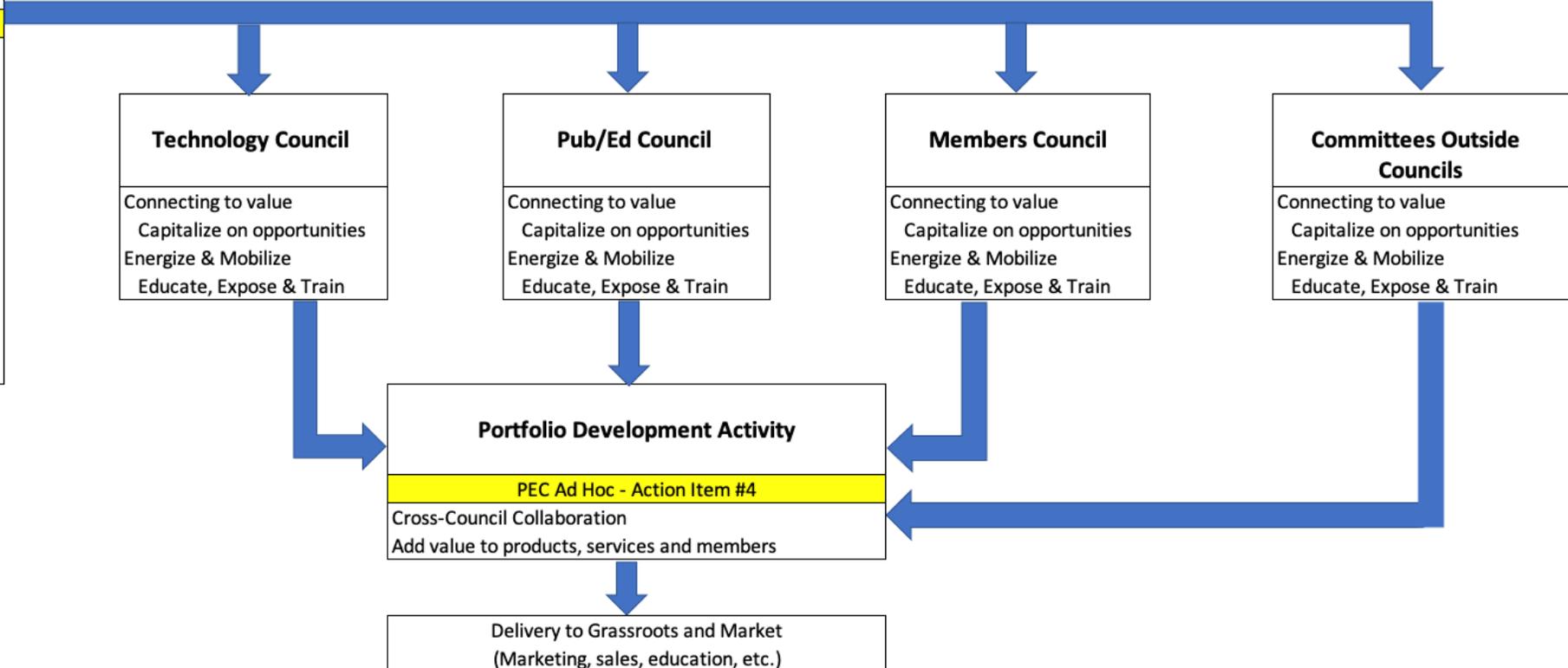
**PEC Ad Hoc - Action Item #4**

Cross-Council Collaboration  
 Add value to products, services and members

Delivery to Grassroots and Market  
 (Marketing, sales, education, etc.)

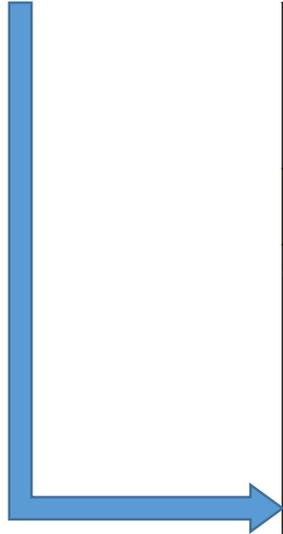


Market/Grassroots





Market/Grassroots



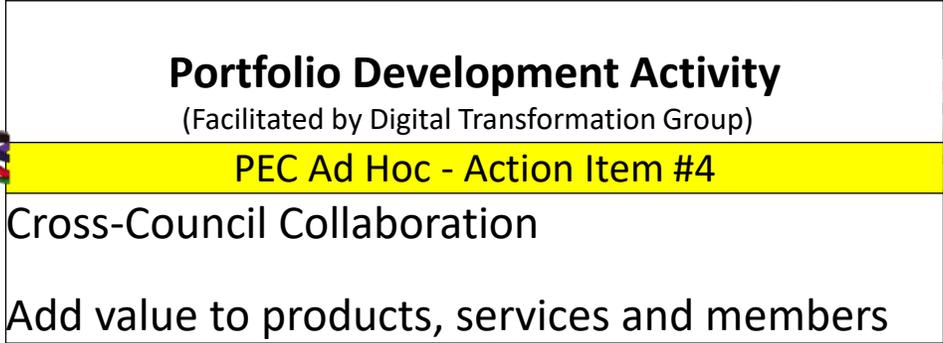
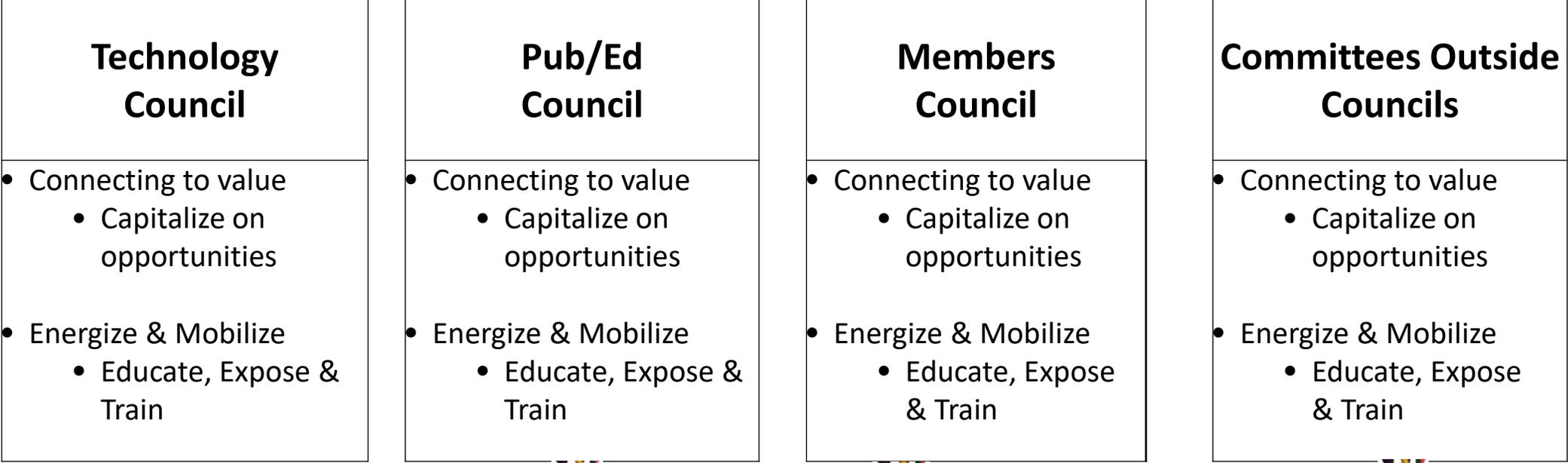
## ASHRAE Digital Transformation Group

### PEC Ad Hoc - Action Item #3

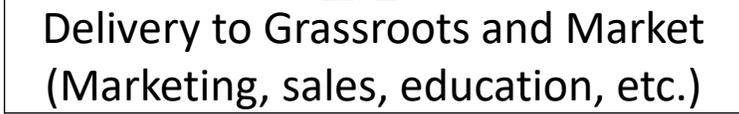
- Digital business plan
  - Market-driven product/service process
    - Industry Advisory Board on Digital D/C
  - Rapid survey capability
  - Integrated Design plan on ASHRAE's role
  - Developing design tools & Services
  - Includes data analytics
- Lean collaboration business plan
  - Collaboration between diverse groups
  - Tools and processes for virtual communication

LEAN Collaboration



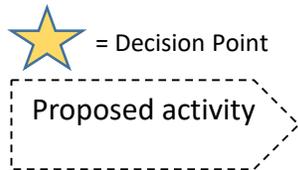
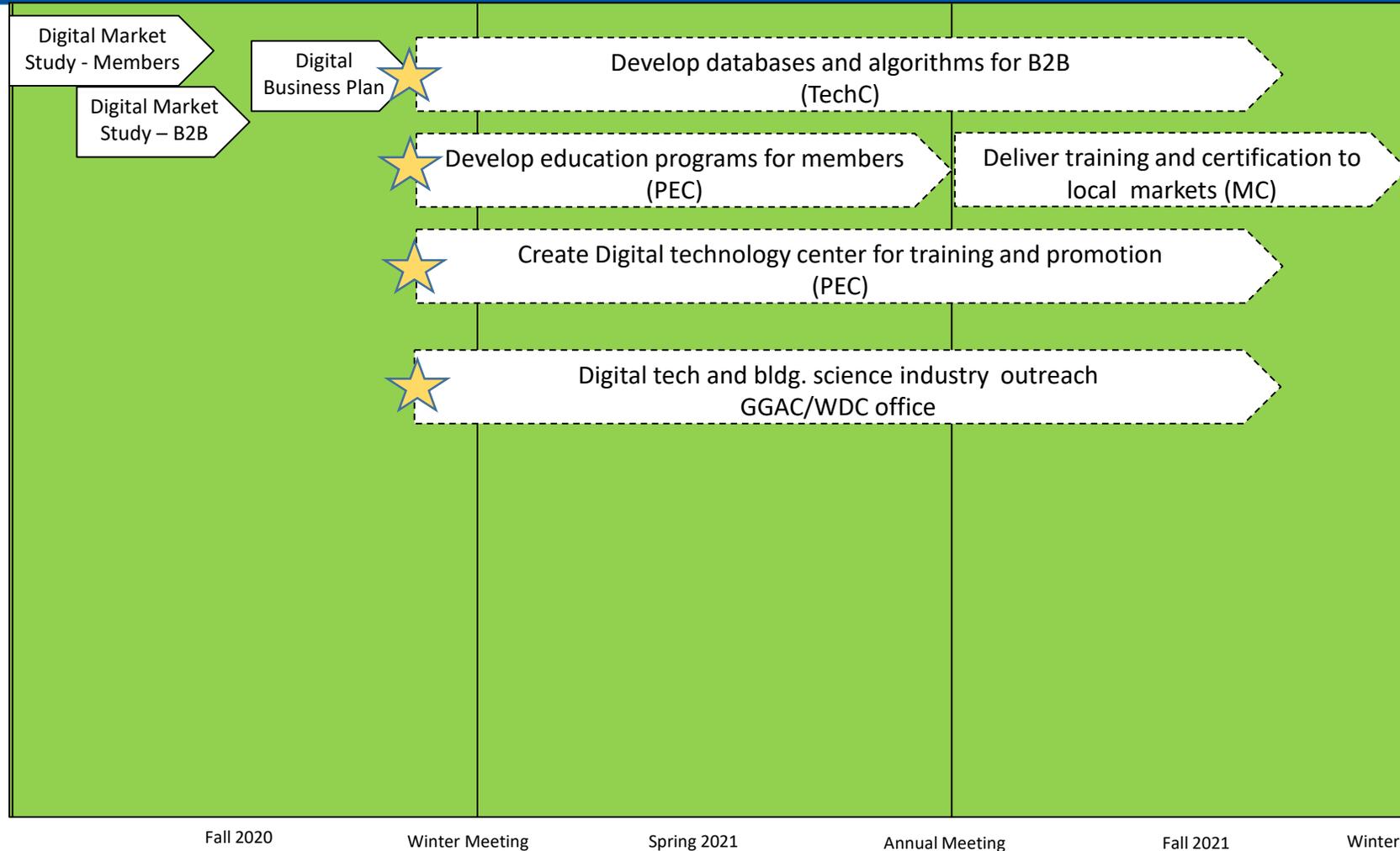


LEAN Collaboration

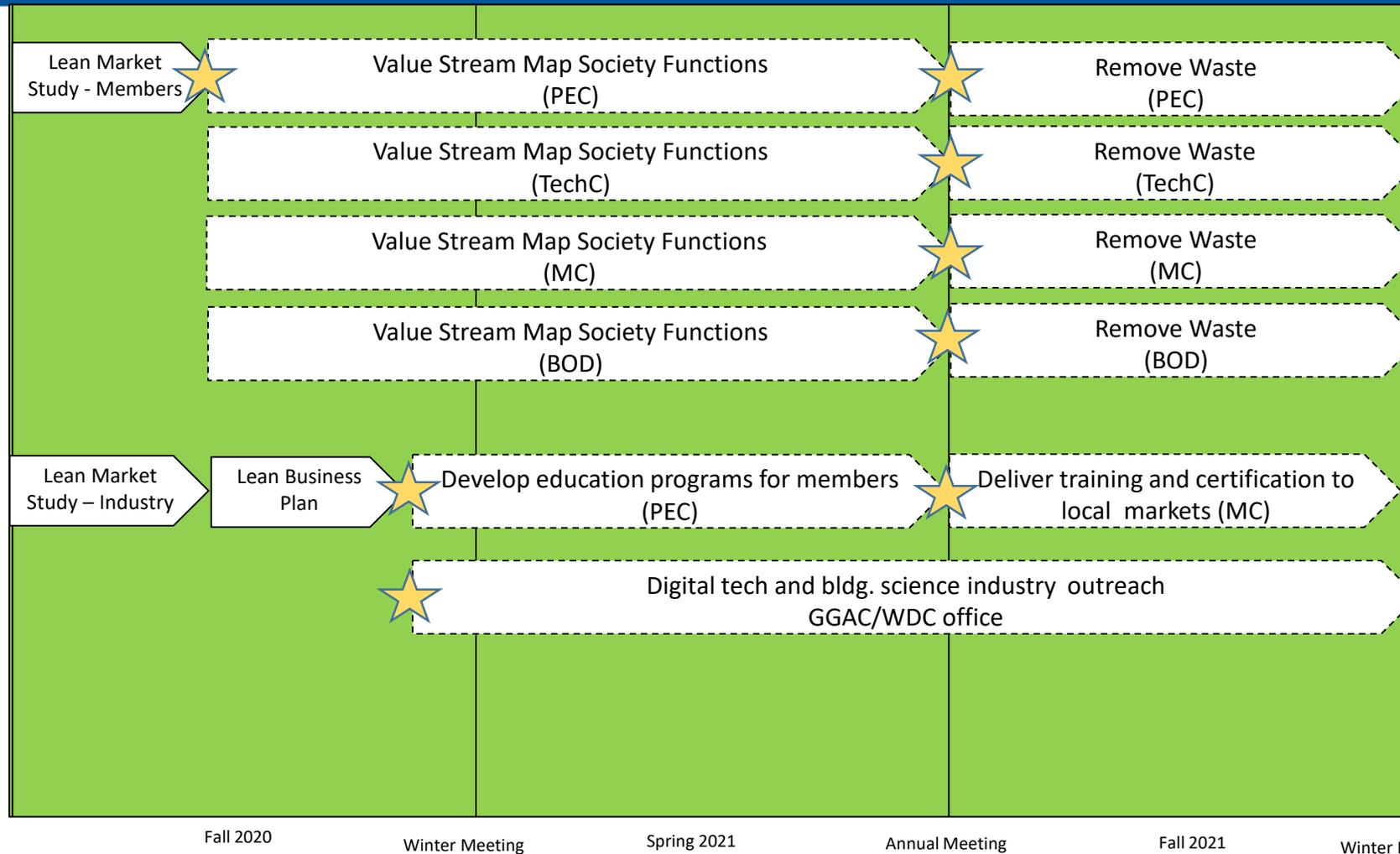


Market/Grassroots

# Transformational Changes – Digital Landscape

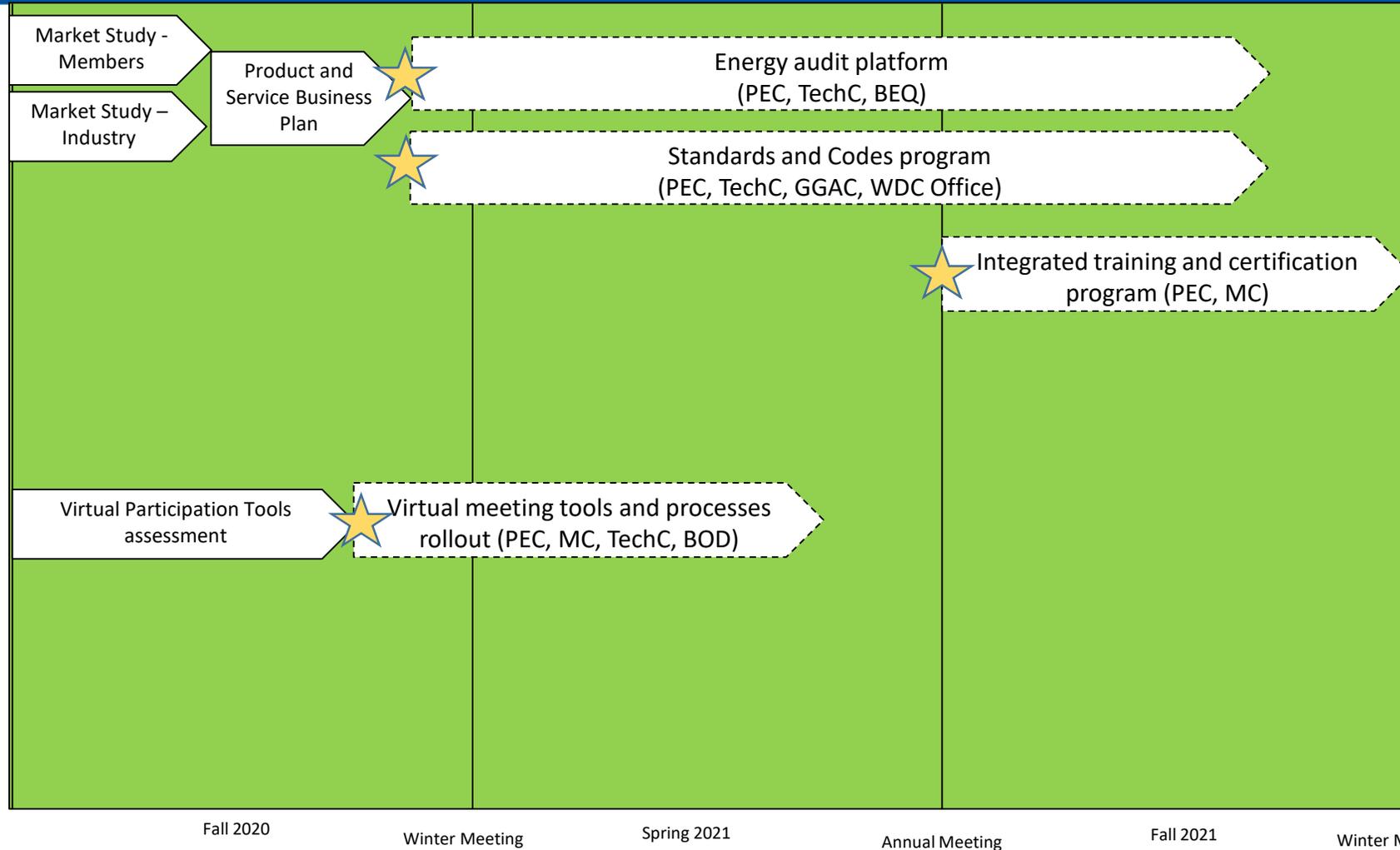


# Transformational Changes – Lean Collaboration



★ = Decision Point  
 Proposed activity

# Transformational Changes – Connections



★ = Decision Point  
Proposed activity

# Summary

- We must change the way we look at products and services
- We must change how we do business
- Our future is a digital future
- We have a clear path forward
- Future for ASHRAE is very bright



# Questions?

# Thank You!



[ashrae.org](http://ashrae.org)

**ASHRAE**<sup>®</sup>  
CELEBRATING  
**125**  
YEARS