

ASHRAE Shaping Tomorrow's Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

November 9, 2022

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

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PRINCIPAL MOTIONS Planning Committee Meeting November 9, 2022

No. – Pg.	Summary							
1-1	The minutes from the June 24, 2022 Planning Committee meeting be approved as presented.							
2-2	The Validation and Documentation Subcommittee recommends that the Planning Committee allocate funds for the following incentives for the 2022 Member Survey from the 2022-2023 Planning Committee Budget:							
	 Three individual awards of \$100 of ASHRAE Products. One award of a 2023 Winter Conference or 2023 Annual Conference registration fee for the Chapter with the highest response rate. One award of a 2023 Winter Conference or 2023 Annual Conference registration fee for the Chapter with the most responses. 							

ACTION ITEMS

Planning Committee Meeting November 9, 2022

No. – Pg.	Responsibility	Summary			
1-4	Mr. Littleton	Share the past strategic plan RFP and list of consultants reviewed during the			
	WIT. LILLIELOIT	last strategic plan development cycle with the Planning Committee.			
2-4		Review the past strategic plan RFP details sent by Mr. Littleton and provide			
	Planning Committee	feedback so that a decision regarding the engagement of a consultant can be			
		made by or at the 2023 Winter Conference.			

MINUTES Planning Committee Meeting November 9, 2022

MEMBERS PRESENT:

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

STAFF PRESENT:

Jeff Littleton, Executive Vice President Mark Owen, Staff Director, Publications & Education Alice Yates, Staff Director, Government Affairs Joyce Abrams, Staff Director, Member Services Kim Mitchell, Staff Director, Development Vanita Gupta, Staff Director, Marketing Chandrias Jolly, Assistant Manager - Board Services Candace DeVaughn, Manager - Board Services

CALL TO ORDER

Ms. Kunkel called the meeting to order at 11:00AM on Wednesday, November 9, 2022.

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 has 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

It was moved and seconded that

(1) The minutes from the June 24, 2022 Planning Committee meeting be approved as presented.

MOTION 1 APPROVED (Unanimous Voice Vote, CNV).

SUBCOMMITTEE REPORTS Validation and Documentation

Mr. Ellis reported on the activities of the subcommittee as noted in the subcommittee report in ATTACHMENT A.

The subcommittee met weekly and had several goals; one of them being to increase the survey response rate and another to streamline several of the surveys captured demographics. The survey this year also includes ranked choices, will be open to response for a month, and will be sent via the ASHRAE Presidential email.

A grassroots campaign will be done to create greater awareness about the survey. The campaign will include awards to chapters to promote survey engagement. Chapters will also have access to a PPT slide that contains a QR code to allow for mobile completion of the survey. The idea behind the PPT slide is that chapter members will take five minutes out of their meeting to answer the survey.

The email with the PPT slide and QR code will be sent under the Planning Committee chairs name.

The committee was notified that Mr. Sepulveda, as a member of the subcommittee, will contact DRCs to make sure they are also aware of the survey.

The subcommittee also discussed ensuring that the Planning Committee had funds allocated yearly to offer incentives for the annual member survey.

Mr. Ellis moved that,

(2) The Validation and Documentation Subcommittee recommends that the Planning Committee allocate funds for the following incentives for the 2022 Member Survey from the 2022-2023 Planning Committee Budget:

- Three individual awards of \$100 of ASHRAE Products.
- One award of a 2023 Winter Conference or 2023 Annual Conference registration fee for the Chapter with the highest response rate.
- One award of a 2023 Winter Conference or 2023 Annual Conference registration fee for the Chapter with the most responses.

Mr. Conlan inquired if the response rate to be counted is for area assigned members.

Mr. Ellis confirmed that a chapter's area assigned members would be counted.

MOTION 2 APPROVED (9:0:0, CNV)

Mr. Ellis provided an update regarding the two MBOs that have been assigned to the subcommittee (noted below).

- Update/issue/receive/analyze member satisfaction survey, due winter conference
- Utilizing the KPI's developed last Society year, develop KPI's for use in the next Strategic Plan

He shared that Mr. Sepulveda will be leading the subcommittee moving forward as he has been asked to be a member of the 2019-25 Strategic Plan Decarb ad hoc.

Mr. Ellis inquired about MBOs related to upcoming strategic plan KPIs. How can we determine the KPIs of the next strategic plan if the plan has not yet been developed?

Ms. Kunkel advised that this will not be completed until we know what is in the plan. It is to be used to try and think of measurement tools as we work to think what our goals and initiatives should be for the next plan.

It was recommended that Ms. Platt Gulledge be invited to the next meeting of the subcommittee so she can provide guidance regarding how to formulate KPIs for the upcoming strategic plan.

Implementation and Innovation

Mr. Hunt reported that the subcommittee has been attempting to address the following MBOs:

- Reference Manual Update: completion of the Manual's appendix sections
- Completion of a Manual for Strategic Plan Development

He shared that Ms. Platt Gulledge has been engaged with the subcommittees work and that the reference manual supplement moving forward will be treated as an historical document.

Items that do not remain in the historical reference manual supplement will most likely be moved to the newly created manual for strategic plan development.

2019-25 STRATEGIC PLAN DECARB AD HOC

Ms. Kunkel notified the committee that at the request of Farooq, a PLC ad hoc has been created to work with the Task Force for Decarbonization (TFBD). Through this joint effort, the current strategic plan will be reviewed to determine if there should be additional updates to include more elements of decarbonization.

Mr. Conlan, Chair of the ad hoc, shared that a word version of the current plan has been sent to the TFBD. The TFBD is scheduled to begin reviewing the plan at their next meeting. Any revisions to the plan are intended to be minor.

Ms. Kunkel asked the full committee to contact Mr. Conlan should they have any questions or comments.

Mr. Sepulveda asked if any references to resilience would be changed to decarbonization in the next strategic plan.

Ms. Kunkel shared that as of now, she is unable to determine if any references to resilience would be changed, but decarbonization will definitely be included as it is a hot topic in the industry.

Mr. Littleton shared he believes modification of the existing plan is symptomatic of the original strategic plan being too long; five and six years for a strategic plan is too long. Three-year plans may be the sweet spot. As an option, the Planning Committee could decide that the current plan can be ended early. He noted that the organization, NIBS has a strategic plan that is three years. If we shorten the plan, maybe a scan of the industry could be included that provides a summary of topics that may be relevant in the future.

STRATEGIC PLAN PREPARATION 2025-2030? Consultant Discussion

Ms. Kunkel notified the committee that PLC leadership has been having discussion regarding whether a consultant should be engaged during the next strategic plan development cycle.

The last plan development cycle had a consultant. Feedback regarding the consultant's performance was noted in a lesson learned survey. During last plan development, it was noted that the consultant seemed to be overextended and the committee ended up doing most of the work. The cost of consultant last time was between \$80,000 and \$100,000.

Ms. Kunkel gauged the committees' thoughts regarding someone internal to ASHRAE or other members being facilitators during strategic plan development in place of an outside consultant.

Mr. Hunt shared that he agreed with Jeff's previous comments about the plan's length. We talked about pivoting the plan. If we are going to do a pivot, that might be better going forward. It depends on what we receive from the TFBD regarding changes to the current plan. If we do a major modification, then why not make the major modification the next plan? Concern is that we just asked for an extension. Starting a new plan immediately technically means that we are six months behind already. Do we table all committee and council MBOs? Right now, we are half a year behind if we are going to have a strategic plan out in 2024. Noted that he was frustrated with consultant's performance during the last cycle. Wasn't impressed by joint sessions and the sessions didn't feel productive. Would like to have a consultant on a smaller scale as recommended by Ms. Kunkel.

Ms. Kunkel notified the committee that she talked to Mr. McQuade as an option for an internal ASHRAE strategic plan development facilitator. He is currently committed to several other tasks right now. Expectations for his involvement would need to be discussed and agreed upon prior to committing. Mr. McQuade can assist as needed with clear expectations. Also noted Clay Nessler as an option.

Mr. Sepulveda stated that we have had two good experiences with a consultant; noted global summit and roundtable. These experiences are examples that an outside consultant can be beneficial.

Mr. Ellis shared that his comments are similar to Mr. Sepulveda's and Mr. Littleton's. Believes the strategic plan should be shorter. The process used for five-year plans shouldn't be used for three-year plans. We could come up with a different process to develop the strategic plan moving forward. Noted that in Istanbul there was a global summit and there were six topics with speakers that each that spoke to attendees. After, there were breakout sessions to frame the questions in order to come up with possible solutions. Information that was pulled from the summit could be helpful as we prepare for upcoming strategic plan development.

Mr. Littleton noted there are a lot of moving parts when engaging a consultant. We have used the same consultants, McKinley Advisors, for the past two strategic plan development cycles. Outside consultants typically bring balance and there is value in their use. In-house facilitators may bring bias or personal influence to the process. The cost seems expensive for an outside consultant but should be considered as money well spent.

Ms. Kunkel inquired if staff had any past information regarding the RFPs sent for the engagement of consultants during the last strategic planning development cycle.

ACTION ITEM – Mr. Littleton will share the past strategic plan RFP and list of consultants reviewed during the last strategic plan development cycle with the Planning Committee

Mr. Sepulveda suggested training those individuals that would be involved. Should we limit their scope?

ACTION ITEM – the Planning Committee will review the past strategic plan RFP details sent by Mr. Littleton and provide feedback so that a decision regarding the engagement of a consultant can be made by or at the 2023 Winter Conference.

Ms. Kunkel advised the committee that a decision should be made before or at the Winter Conference in time for Finance Committee review and BOD approval.

Mr. Littleton notified the committee that in past cycles, the PLC develops the RFP and reviews the candidates. The committee also plays the lead role in selecting the candidates. We have even brought candidates in at the winter conference for interview.

AI – 2

AI - 1

Length of Next Plan Discussion

There was a question regarding what is needed to move up the next strategic plan development cycle originally scheduled to take place the beginning of July 2024.

It was noted that moving the plan is at the committee's discretion with BOD approval.

Mr. Hunt shared that the new plan would have to be ready by July 2024. This does not seem probable.

Mr. Littleton shared that if it's a three-year plan and the committee needs eighteen months to complete the plan, that will not work. How is there BOD involvement if it's rolled out that quickly? Believes the BOD owns the plan. We should be continuously strategic planning.

Mr. Ellis recommended that a date shouldn't be announced for the potential release of a new plan as that will force the committee to stick with the date announced. If we are going through a new process, we should figure out what that process is first. We shouldn't rush.

Mr. Conlan noted that the plan should be brought to members at the CRCs. This should fall more to continuous strategic planning. How long should a plan be in place to have any impact? If we come up with a process, it will look like its updated annually.

Mr. Sepulveda suggested delivering a draft of the plan before the actual plan.

Mr. Mehboob inquired if the committee has to wait for CRCs to engage the members or could we remotely tap into leadership when we have a draft.

Mr. Kunkel agreed with Mr. Mehboob. We could tap into it early on as remote work has become extremely valuable. We don't have to wait to be in-person at a CRC.

Mr. Patton commented that if we shorten the cycle of the current plan, we have to be careful regarding what it would mean for committee and council MBOs. If we pivot on a frequent basis, is it effective? Seems to take a long time for the MBOs and the strategic plan to sink in with committees and councils.

Mr. Ellis agreed with Mr. Patton and noted there are some benefits by not waiting to launch the new strategic plan until July 1.

Mr. Conlan shared that it is expected for us to collect information from councils and committees regarding what should be included in the strategic plan. Maybe we can ask them to put it on their winter and annual conference agendas.

Mr. Kunkel notified the committee that the Validation and Documentation Subcommittee would collaborate with the councils more to get their feedback.

Mr. Littleton advised that PLC could look at what seeds could be planted regarding items to be included in the next strategic plan at the winter conference. We can ask the councils and committees what items in relation to decarbonization can be added to their agendas.

Mr. Ellis noted there are questions related to decarbonization on the member survey. Also, taking six issues of the day discussed at global summit and asking what issues may be important would be helpful.

MBO UPDATE

MBOs 1-6 were reported as ongoing with most ready for review at the 2023 Winter Conference.

It was noted that MBO 4 should be reworded to reflect activities currently being done by the subcommittee as KPIs are unable to be addressed until details of the next strategic plan have been provided.

OLD BUSINESS

Ms. Kunkel reminded the committee of the requests presented to the group at the Annual Conference.

Mr. Macauley noted that the requests are from the Board Composition and Leadership Structure Subcommittee and not the BOD directly. Gave overview of the subcommittees charge as appointed by past President Schwedler.

Non-ASHRAE Advisors Team

Mr. Macauley noted that this request derived from an idea that the BOD should have a non-BOD member. The subcommittee instead felt that a non – ASHRAE advisor team should be investigated.

Mr. Ellis commented that the scope and purpose of PLC is the strategic plan. These are strategic activities, but should the committee be reviewing this or is the scope of the Planning Committee changing?

Mr. Macaulay responded that he understood determining the strategic direction of society as part of the Planning Committee's scope. This was a point of contention last year. This is why it was referred to Planning; now Planning could decide the best way to address this.

Mr. Sepulveda agreed with the idea of external advisors. We need top executives in our industry to be a part of this group. Could also be members but they should have an in-depth understanding about the Society.

Mr. Littleton agreed with the addition of an advisory panel. The Planning Committee could do this unless there is a need for additional funding. Could be virtual. Couldn't the Planning Committee appoint a strategic advisory panel and move forward?

Mr. Ellis commented that selecting an advisory panel to the BOD could fold into the process of strategic planning. As we recreate the strategic planning process, incorporating this idea makes sense.

Mr. Mehboob also agreed with the idea of an advisory panel and suggested it would be helpful to outline the role of panel first if Planning is to recommend members.

Regional Support Staff

Mr. Macaulay shared that this recommendation was originally presented to the BOD in 2018.

Subcommittee felt this may be a good idea. Believed that the staff support could work across multiple councils. This was presented from the DRCs as a way of taking an in-depth look at the grassroots operations. Could also support some of the services offered by the Publishing and Education Council. Would like to submit a recommendation to the BOD in the future.

Mr. Littleton noted that he supports the idea. The challenge is how do we fund this? Are they based in the region or at HQ? What is the cost of additional 8-15 staff? If a staff person simply does the work that volunteers do, then that ROI is going to be challenging from a society perspective. Adding staff should bring value.

Ms. Kunkel commented that the new staff members could be supported via regional funding. Discussed with Mr. Macauley prior. Would that person be remote or reside in the region? The staff would also need to work across multiple councils. The staff person could also assist in bringing technical meetings to the grassroots. For example, having a technical meeting at a CRC.

There was a suggestion that the workload should be determined to see if there is potential for full time employment.

Mr. Mehboob suggested asking the region requesting support staff what the duties may be for that person. In RAL, it would be easier to hire someone from the region to support RAL as opposed to hiring someone in Atlanta.

Mr. Ellis noted that he understands this request is now in the Planning Committee's court, but it appears we are making decisions about items that should be delegated to Members Council. We should refer this.

Ms. Abrams shared she was staff liaison to the Board Composition and Leadership Structure Subcommittee that discussed the regional support staff recommendation. There was a preliminary job description created that can be shared. A lot of the discussion was that each region may have different needs for staff support. For example, some regions may need staff who need support relating to government affairs. Another region may need help with courses. The financial commitment was pretty big.

Mr. Macauley noted that a lot of the ask is coming from Members Council. There is a lot of opportunity to sell our products within regions. Noted that staff support from a revenue generating perspective can be justified for specialized support of the regions. More revenue will allow us to hire more individuals. This is why we believe this is a multi-council effort. We have to focus on opportunities to sell ASHRAE products locally and internationally.

Ms. Kunkel advised the committee that the recommendations discussed have not been assigned to any subcommittee for a deep dive. No timelines for these items as of yet. Will investigate more during the winter conference meeting of the committee.

FUTURE MEETINGS

The next meeting of the Planning Committee will be_Friday, February 3, 2023, from 1:00 PM-4:00PM EDT at the Omni Hotel at CNN Center, Atlanta, GA during the 2023 ASHRAE Winter Conference.

ADJOURNMENT

The meeting was adjourned at 12:28PM.

Respectfully Submitted,

Steph Kunkel, Vice Chair

MONITORING SUBCOMMITTEE REPORT TO PLANNING COMMITTEE Meeting of Wednesday, November 9, 2022

RECOMMENDATIONS FOR VOTE:

Motion 1:

The Validation and Documentation Subcommittee recommends that the Planning Committee allocate funds for the following incentives for the 2022 Member Survey from the 2022-2023 Planning Committee Budget:

- Three individual awards of \$100 of ASHRAE Products.
- One award of a 2023 Winter Conference or 2023 Annual Conference registration fee for the Chapter with the highest response rate.
- One award of a 2023 Winter Conference or 2023 Annual Conference registration fee for the Chapter with the most responses.

Background:

Last year three individual awards were given away as incentives, similar to this year. This year's Member Survey is utilizing the grassroots to increase response rate and the Subcommittee wanted a reward for Chapters.

Fiscal Impact:

Maximum impact if all awards are utilized is about \$1,900. (Planning Committee has a budget of \$2,200)

INFORMATION ITEMS:

- 1. The subcommittee is comprised of the following members and has been meeting throughout the fall and weekly over the last month to get the Member Survey prepared:
 - a. Blake Ellis, Co-Chair.
 - b. Andres Sepulveda, Co-Chair.
 - c. Ahmed Alaa Eldin Mohamed
 - d. Michael Patton
 - e. Chad Smith
- 2. The subcommittee's main activity has been focused on getting the Member Survey prepared to be sent to the Members. Below is a summary of this activity:
 - a. Held a brainstorming session on ways to improve the survey.
 - i. Decided to have the survey managed by ASHRAE staff, similar to last year.
 - ii. Decided to have the survey open for at least a month.
 - iii. Decided to target Mid-November to Mid-December.
 - iv. Decided to utilize a grassroots campaign to increase awareness.
 - b. Spent nearly a month developing the survey questions:
 - i. Some questions are similar to last year so that we can see trends over time.
 - ii. Elimininated open ended questions, with the addition of the last question which asks if there was anything else they would like to added.
 - iii. Reached out to other groups within ASHRAE to get their feedback on what should be in the survey. These groups included:

- 1. BOD DEI Sub Committee.
- 2. President-Elect Advisory Committee.
- 3. Membership Promotion.
- c. Developed Marketing campaign for the survey.
 - i. Letter from ASHRAE President to the Members (attached).
 - ii. Mobile format survey, so it can be taken by a member on their phone.
 - iii. 5 minutes or less survey response time.
 - iv. QR Code to be used by the Chapters at the meetings. (attached)
 - 1. Sign in desk.
 - 2. PowerPoint slide.
 - *v.* Communication email from Heather to Chapter Presidents and DRCs. *(attached)*
 - vi. Verbal request for assistance by DRCs while in Instanbul with written follow up to come after survey is launched.
 - vii. Incentives
 - 1. Three \$100 ASHRAE Merchandise Credits for individuals. (Similar to last year.)
 - 2. One 2023 Winter Conference or 2023 Annual Conference registration for the Chapter with the highest number of responses.
 - One 2023 Winter Conference or 2023 Annual Conference registration for the Chapter with the highest response rate. (Based on Area Assigned Members)
 - 4. These incentives will use up the majority of the Planning Committee budget for 2022-2023 and is the subject of **Motion #1** above.
- 3. The subcommittee has two MBO's assigned to be completed during the 2022-2023 Society Year as follows:
 - a. Update/Issue/Receive/Analyze Member Statisfaction Survey, due Winter Conference.
 - b. Utilize the KPI's developed last Society year develop KPI's for use in the next Strategic Plan, due 2023 Annual Conferece.
- 4. During the remainder of the Society Year, the subcommittee is planning on the following activities:
 - a. Ramp up involvement with the Councils.
 - b. Assist committees and Councils with developing 2023-2024 MBOs aligned with the Strategic Plan.
 - c. Complete the MBO to "Utilize the KPI's developed last Society year develop KPI's for use in the next Strategic Plan."
- 5. Andres Supulevda will be Chairing the Subcommittee from this point forward.

November 9, 2022 Date

Blake Ellis, Co-Char

Ellis, Blake

From: Sent: To: Subject: ashraepresident <ashraepresident@ashrae.org> Tuesday, November 8, 2022 11:54 AM Wilson, Anne Quick Membership Survey – Please Share Your Thoughts



Shaping Tomorrow's Built Environment Today

Dear ASHRAE Member,

Over the past year, ASHRAE has worked hard to meet the changing needs of our members. We continually strive to bring you up-to-date industry news and informative content in the *ASHRAE Journal*, to provide timely and relevant professional development courses, and opportunities to participate at all levels of Society.

We hope that your membership continues to meet and exceed your needs and expectations and would appreciate your feedback so that ASHRAE can better serve you.

Please take 5 minutes to tell us what you think, by completing <u>this survey</u> by **Friday, December 16**.



To show our appreciation, Society will randomly select 3 survey respondents to receive \$100 off an ASHRAE product or service of your choice (such as a winter conference, publication, or course registration). Winners will be randomly selected on Tuesday, Dec. 20 and contacted via email. Please remember to include your email address on the form if you'd like to participate in the drawing.

I look forward to your valuable feedback.

Farooq Mehboob 2022-23 ASHRAE President



2022 Annual Membership Survey





Quick Five-Minute Survey



3 Participants will win

\$100 off any ASHRAE Product or Service (Publications, Courses, Conferences, etc.)



Free Conference Registration*

- Awarded to Chapter with highest # of participants
- Awarded to Chapter with highest % of participants

* Winner to be selected by Chapter President and BOG and can be used for either Winter or Annual conference in 2023







Ellis, Blake

From: Sent: To: Subject: Membership <membership@ashrae.org> Tuesday, November 8, 2022 12:02 PM Wilson, Anne Member Survey is Opening Soon



Shaping Tomorrow's Built Environment Today

Dear Volunteer Leader,

The annual membership survey will be emailed to all ASHRAE members on Tuesday, Nov. 15, and we are looking forward to record participation. To accomplish this, we need your help encouraging members to take five minutes and provide their feedback by submitting the Member Satisfaction Survey before Dec. 16.

How You Can Help

- Include this slide at your next Chapter Meeting or event.
- The Member Satisfaction Survey email will be sent to all members on Tuesday, Nov. 15, and we ask that you consider forwarding the survey email to your chapter members as a reminder to participate.
- Share a link to the survey from your Region/Chapter social media accounts and include the Dec. 16 deadline as well as the incentives to participate.

Incentives to Participate

1. Society will randomly select 3 survey respondents to receive \$100 off an ASHRAE product or service of their choice (such as a winter conference, publication, or course registration). Winners will be randomly selected on Tuesday, Dec. 20 and contacted via email. Participants who chose to include contact information in the survey (optional) will be included in the drawing.

2. Free conference registration will be offered to:

- One member within the chapter with the highest number of participants.
- One member within the chapter with the highest percentage of participation.

Selection will be made by Chapter President and Board of Governors.

As a thank you for your efforts, a Certificate of Appreciation will be mailed to the Chapter and Region with the highest participation.

Heather Platt Gulledge, Chair Planning Committee hplatt@dewberry.com

Get To Know ASHRAE								
	f	y	in					
	ashrae	Peachtree C	ogy Parkway orners, GA 3009 <u>ebsite</u> <u>Privacy P</u>					
You are re product/servic	member ceiving this ema ce, or requested	rship@ashrae.or ail from ASHRAE I to be notified o	rg to your addres E because you are of educational op	locking software, add s book. e a member, purchase portunities from ASHR/ your email preferer	AE. To			