



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

October 3, 2024

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the February 7, 2025 meeting.

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Planning Committee Meeting
October 3, 2024

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PRINCIPAL APPROVED MOTIONS
Planning Committee Meeting
October 3, 2024

No. – Pg.	Motion
1-2	The minutes for the June 21, 2024 meeting of the Planning Committee be approved as presented.
2-3	The goals, objectives, and initiatives as presented in ATTACHMENT A regarding the 2025-28 ASHRAE Strategic plan be approved with additional edits noted during the meeting.

ACTION ITEMS
Planning Committee Meeting
October 3, 2024

No. – Pg.	Responsibility	Summary
1-2	Patton	Provide an update regarding automation/use of an online mechanism for collection of Council and Committee MBOs with staff assistance.
2-2	Patton	Discuss reformatting suggestions of the Membership Survey with MP as noted during the 2024 Winter Conference PLC meeting and other survey items of note. Determine if there is another method for distributing the survey.
3-2	Schultz	Create a short list of strategic recommendations from YEA and SA and provide an update at a future PLC meeting.
4-4	Sepulveda	Contact Mr. McQuade with the intent of having the Region Operations Subcommittee of Members Council address the possibility of including strategic planning activities in the Council's MOP as a part of RMCR duties.

MINUTES
Planning Committee Meeting
October 3, 2024
11:00AM – 12:30PM ET

MEMBERS PRESENT:

Trent Hunt, Chair
Andres Sepulveda, Vice Chair
Billy Austin
Kellie Huff
Dunstan Macauley
Michael Patton
Madison Schultz
Samir Traboulsi
Buzz Wright
Carrie Brown
Sherry Abbott-Adkins
Chandra Sekhar
Dave Yashar
Sheila Hayter
Devin Abellon, CO

GUESTS:

Megan Cruz
Julia Riordan

STAFF PRESENT:

Craig Wright, Staff Director, Finance
Vanita Gupta, Staff Director, Marketing
Stephanie Reiniche, Staff Director, Technology
Mark Owen, Staff Director, Publications
Kirstin Pilot, Staff Director, Development
Lizzy Seymour, Staff Director, Member Services
Candace Denton, Sr. Manager - Board Services
Chandrias Jolly, Manager - Board Services

CALL TO ORDER

Mr. Hunt called the meeting to order at 11:00am.

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

New business item 'Regional Planning Position Discussion' was added.

APPROVAL OF MINUTES

Mr. Macauley moved and Mr. Sepulveda seconded that,

(1) The minutes for the June 21, 2024 meeting of the Planning Committee be approved as presented.

MOTION 1 PASSED (Unanimous Voice Vote, CNV)

ACTION ITEMS

Action Items 1-3 were reported as in process.

NEW BUSINESS**Regional Planning Position Discussion**

Mr. Sepulveda updated the committee on a discussion that has been taking place at the regional level of the Society. An investigation is currently being conducted regarding whether a regional planning position is needed and its possible benefits. He shared that the presence of the position, preliminarily thinking, would amplify goals, objectives, and initiatives associated with the strategic plan.

Mr. Hunt expressed agreement. He shared that as the strategic plan KPIs currently, and in the future, address certain chapter level activity, having a regional planning position may help to narrow the knowledge gap regarding the plan at chapter levels.

The committee was gauged for thoughts. A summary is below:

Could a YEA member do this?

This is a good idea and could help solve the disconnect with the strategic plan apparent at the chapter level. The DRC and RMCR would be good to do this. Not in support of a YEA member doing this as they do so much with their involvement and managing of the decarb challenge an YLI.

RMCR roles and responsibilities are listed in the MC MOP. Suggested going to the planning or region operations subcommittee for more details. Been working on further explaining the responsibilities of the RMCR.

Good idea. The best place to address this would be during the CRC. Maybe a PLC representative could go to CRC meetings and discuss the business of PLC, including the strategic plan.

Great idea to get the RMCRs involved and feel it is appropriate. Let Members Council and the RMCRs figure out how to implement it. We can make the recommendation, but we are giving responsibility to RMCRs and they can decide if they would like PLC input or not.

Could also engage DLs so that a talk surrounding the strategic plan can be created. This would also help get knowledge of the strategic plan down to the chapters as DLs are heavily used.

ACTION ITEM - Mr. Sepulveda will contact Mr. McQuade with the intent of having the Region Operations Subcommittee of Members Council address the possibility of including strategic planning activities in the Council's MOP as a part of RMCR duties.

SUBCOMMITTEE UPDATES**Validation and Documentation Subcommittee**

Mr. Patton reported on behalf of the subcommittee. He shared that the subcommittee is catching up on gathering MBOs. Currently, the online MBO submission form is still being worked on as there are some items that can still be improved upon. Subcommittees' intent is to have the form go live officially at the beginning of the 2025-26 Society Year.

Work has also been ongoing regarding the Reference Manual and MOP, as assigned via MBOs noted below, with the intent that the MOP be reviewed by SRC at the 2025 Winter Conference.

MBO #	Description
3	Revise PLC Reference Manual and MOP.
4	Validate effectiveness and develop metric for Strategic Plan Marketing and Promotion (joint MBO with Marketing).

As a further update on subcommittee activities, Ms. Gupta shared that she also had a call with Mr. Smith and a marketing plan for the rollout of the strategic plan is being discussed. Will be shared the 1st week in December.

Implementation and Innovation Subcommittee

Ms. Schultz reported on behalf of the subcommittee and shared that mind map training is underway. Work is continuing on MBOs as assigned and noted below:

MBO #	Description
1	Take information from mind mapping strategy sessions and coach various councils and committees to develop operational plans.
2	Create system for gathering and documenting ideas from membership for better chapter engagement, capacity and support (joint MBO with MP).

She shared that there is a hold on work toward the second MBO until the first MBO has been created.

Strategic Plan Development Subcommittee

Mr. Abellon reported on behalf of the subcommittee and shared that Ms. Cruz and Ms. Riordan from McKinley Advisors were also in attendance.

Ms. Riordan reported on the work of the subcommittee related to the strategic plan as presented in ATTACHMENT A. Progress regarding the plan and related future activities were also shared. Strategic initiatives were shown on screen and noted to be derived from recommendations from the Vision 2023 Presidential Ad Hoc.

A summary of the presentation and discussion is below:

(Ms. Cruz) There are now 3 goals instead of four. The fourth was agility, however, agility stretched across all the goals, so it is now an initiative.

In strategic goal 2, specifically, 2c used to speak about young professionals. Reaction was that it initially excluded certain industry professions. This statement now speaks to the general support of professionals no matter what their current career placement.

Within the key enablers, there was some concern that enough attention wasn't being paid to ASHRAE's research. It's been called out here to say none of this works if those values are not adhered to.

(Mr. Traboulsi) Specific standards appear to be named. Are we limiting the plan to these few standards in the coming years or only standards related to climate change?

(Ms. Cruz) We have a specific focus on the areas mentioned as they are considered the near-term areas of focus for this plan.

(Mr. Macauley) The plan is not going to limit anything that we are doing. The idea of the plan is that we have 3 years and there are only certain areas we can focus on. The plan does that. Want to highlight the areas noted as they may need significant advancement. These are the priorities for the next 3 years but not the only things ASHRAE will be working on.

Initiatives

Ms. Cruz notified the committee that there was a lot of refinement regarding the initiatives of the plan and four key areas were identified.

- Initiative 1 - Healthy, Sustainable and Resilient Communities

(Mr. Austin) Should we have an element of outreach advocacy with our governments or other stakeholders? There are others in the building industry who may fill the same industry needs we are focused on.

(Ms. Cruz) We have considered this and are investigating if we can be more specific regarding what this looks like. Good point as the initiative, as written, currently suggests if we build it they will come, without us doing some of that leg work.

- Initiative 2 - Empowered Workforce

(Ms. Cruz) This initiative focuses on the industry of today and the future. Thought about resources needed for today's workforce and the future for Society to generate this initiative.

(Mr. Austin) Reviewed this repeatedly. Not keen on the last sentence, seems weak. Should read that ASHRAE will further develop X in order to have more prominent education resources.

(Ms. Cruz) We are not starting from zero, but we are also not doing as we are doing until this time.

(Mr. Traboulsi) Why aren't other standards referenced? By only mentioning a few, afraid that those groups within ASHRAE that are not mentioned will not do any work related to the strategic plan.

(Mr. Sekhar) Could we replace "support" with "advance" in the last line? This would place ASHRAE in more of a leadership position.

(Mr. Hunt) It is important to remember that the plan is not all encompassing. If we delete certain components, we lose some of the priorities we are intending to focus on as an organization.

(Mr. Macauley) The advancement in our industry around decarbonization and IAQ requires a different workforce and the need to train that workforce. This is currently the greatest need in our industry. Workforce should be skilled in these areas. As a broad organization, it will be difficult to have a strategic plan that encompasses all that we do. It highlights areas that should be a priority for society; that's the intent of that statement. The challenge of the workforce cannot be solved in 3 years. We need to focus on certain parts to make the greatest impact. This statement makes this a priority so that we can start significant advancements.

(Mr. Traboulsi) Not understanding the plan going from 3 to 5 years. What was the rationale?

(Mr. Macauley) The concept behind changing the length of the plan is that the industry is changing rapidly. A 5-year plan with a 2-year development cycle means that in year 5 the organization is considering policies generated several years before. To be more agile, a shorter plan with a shorter cycle was reviewed and approved.

(Mr. Hunt) A shorter plan can be revised quicker.

(Ms. Cruz) This is a common shift in professional organizations. It doesn't assume that every 3 years all of the priorities previously focused on are no longer important. It forces the organization to look at member and non-member sentiment to understand the operating environment and provide opportunity to refocus. Focus may change slightly or not. When looking at a shorter plan, you tend to see that it is narrower. People will be looking for different things. This is where communication is important. If the plan is aligned with the mission, things aren't stopping but there is more focus on certain areas to provide opportunity.

(Mr. Austin) We added decarbonization as a focus on the current strategic plan. Seems to be a driving force now. We were in the middle of the plan and noticed we didn't have it in the plan. This is an example of what can happen in a 5-year term. That was one of the reasons why we started to look at a 3-year plan instead of a 5-year.

(Mr. Sepulveda) In the first sentence, do you believe it addresses the challenge of the new and existing built environment?

(Mr. Macauley) Yes, the workforce challenge exists today. The goal was to put emphasis on this challenge and stress the importance of it being addressed. We should be nimble enough to pivot. This was the primary reason the initiative used the terms ‘today’ and ‘in the future’.

- Initiative 3 - Organizational Agility

(Ms. Riordan) This Initiative is about ASHRAE’s ability to serve the workforce and volunteers and anticipate those challenges. Addresses leveraging technology and being more operationally efficient.

(Mr. Traboulsi) In the last sentence, should we add regions as well?

(Ms. Cruz) Yes, we can look at that and how it aligns with our discussion.

- Initiative 4 - Emerging Technologies

(Ms. Riordan) This covers emerging technologies and how it will shape a lot of ASHRAEs work. About recognizing that technology will revolutionize the organization and the industry. This speaks to emerging technologies broadly instead of specifically mentioning AI. There could be many technologies in the next several years so this makes it all encompassing.

(Mr. Patton) This is a good way to tie in workforce development.

(Mr. Sepulveda) What about adding the word commissioning after the word ‘improve’? This is also in connection with Sarah’s theme.

(Mr. Macauley) Let’s take as a comment and chat about it to determine if this should be incorporated.

Ms. Riordan reviewed the intentional outcomes of the strategic plan as shown on screen. Shared that they are only in the draft stage and that work with the subcommittee will continue to further refine the KPIs.

Mr. Sekhar shared that it would be good to have some KPIs pertaining to chapters and regions.

Mr. Macauley moved and Mr. Sepulveda seconded that,

(2) The goals, objectives, and initiatives as presented in ATTACHMENT A regarding the 2025-28 ASHRAE Strategic plan be approved with additional edits noted during the meeting.

MOTION 2 PASSED (8:0:0, CNV)

MBO UPDATE

MBOs 1-7 were noted as in process.

FUTURE MEETINGS

Mr. Hunt advised that the next meeting currently scheduled for the committee would be at the 2025 Winter Conference in Orlando, Florida.

ADJOURN

Mr. Hunt adjourned the meeting at 12:23pm.

Respectfully Submitted,

Trent Hunt

Trent Hunt

Attachments: A. 2025-28 Strategic Plan Presentation

ASHRAE Strategic Planning:

Updated Strategic Plan & Initiatives

October 3rd, 2024

Agenda

- Overview of Project Progress
- Present Strategic Initiatives and Plan
- Group Discussion
- Project Next Steps

Work and Development To Date

How did we get here?

- Member and stakeholder research
 - Qualitative interviews with ASHRAE members and Industry Partners
 - Quantitative survey of ASHRAE members and non-members
- Board and Planning Committee formative, generative, and strategic discussions
- Iteration with ASHRAE's council leadership and strategic plan subcommittee
- Collaboration with PEAC, TRAC, PubEd and Tech Council to understand alignment between the strategic plan and existing work streams

Key Inputs

What elements helped shape the strategic plan?

- Member and stakeholder research findings
- Takeaways from ASHRAE's Strategic Plan feedback form responses
- Synthesis of the analysis, development, discussion and debate of emerging concepts by ASHRAE volunteer leaders
- Alignment of strategic plan goals and objectives to ASHRAE's Vision 2030

Draft Strategic Plan



MISSION STATEMENT | To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

VISION | A healthy and sustainable built environment for all.

ORGANIZATIONAL VALUES | Collaboration, Commitment, Diversity, Excellence, Integrity, Volunteerism

2025 – 2028 Strategic Goals	Objectives	
1. ASHRAE leads globally in advancing solutions to address the cause and impact of climate change	<ul style="list-style-type: none">a. Lead the development of widely adopted standards to support decarbonization, resilience and indoor environmental quality.b. Develop alliances and diverse working groups that position ASHRAE to lead and collaborate globally in identifying challenges, defining solutions, and developing approaches to address them.c. Develop resources based on member needs and industry trends.	
2. Pursue impact-focused engagement - targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's global expert resources	<ul style="list-style-type: none">a. Tailor and target engagement and resources to ASHRAE members and defined key stakeholdersb. Provide guidance to targeted stakeholders on impactful ways to maximize the positive downstream effect of their engagement on the built environmentc. Empower professionals in their journey to maximize industry impact in support of ASHRAE's mission and visiond. Pursue partnerships to amplify the impact of ASHRAE's mission and support the HVAC and built environment workforce.	
3. Increase the accessibility of ASHRAE content and resources	<ul style="list-style-type: none">a. Identify and address structural, content, and financial barriers to accessb. Align communication and delivery methods and formats to enhance accessibility of content, resources, and volunteer opportunitiesc. Strengthen communication channels with and through chapters and regions to empower contribution to the Society as thought partners in adapting resources to local context and needs	
Outcomes		
ASHRAE's member and volunteer base maximizes the organization's reach, foresight, leadership position, and organizational knowledge.	A broad group of stakeholders leverage ASHRAE's resources to make decisions and meet objectives that positively affect the environment.	A viable, thriving industry makes a positive global impact.
Key Enablers		
Research: The value of ASHRAE's resources is grounded in unbiased data, developed through rigorous research methods.	AI: The use of AI enables ASHRAE to improve data collection, automate internal operations, and promote agility.	Global Network: ASHRAE's global network convenes the industry to generate unparalleled knowledge.

Draft Strategic Initiatives

Strategic Initiatives

Healthy, Sustainable and Resilient Communities

Empowered Workforce

Organizational Agility

Emerging Technologies



Healthy, Sustainable and Resilient Communities

Minimizing greenhouse gas emissions from the built environment is essential to address climate change. It is equally important to enhance IEQ while advancing decarbonization strategies that support healthy and resilient buildings and communities. Key stakeholders leverage ASHRAE's standards and technical resources globally. This presents an opportunity for ASHRAE to solidify global leadership in healthy, sustainable and resilient communities. ASHRAE prioritizes timely identification of industry trends, expedient content development, and forges strategic partnerships to support industry advocacy and collaboration.



Empowered Workforce

The development of a skilled, competent, and solutions-oriented workforce is critical to addressing the challenges facing the built environment and the HVAC&R industry, today and in the future. ASHRAE continues to provide educational and professional development resources. Our members and industry partners need these tools to implement key initiatives such as decarbonization, resiliency, and indoor environmental quality goals and policies required to support a healthy and sustainable built environment for all. ASHRAE, with the support of our chapters and regions, partners with key industry stakeholders in tackling the unique workforce challenges facing the industry globally.



Organizational Agility

ASHRAE's ability to serve communities, the industry, the current and future workforce, and provide value to its volunteer members, is dependent on forward-looking products, services, and solutions. ASHRAE will use emerging technologies to support the development of resources and knowledge flow between ASHRAE's chapters and technical bodies, the industry, and to deliver organizational and operational efficiencies.



Emerging Technologies

In today's rapidly evolving landscape, emerging technologies are revolutionizing the built environment and HVAC&R industry, providing numerous career opportunities.

By strategically combining technological advancements such as AI with human creativity, both seasoned professionals and new talent can collaborate to drive industry-wide progress. Advanced automation and AI-driven systems continue to drive energy efficiency and smart buildings, enhance comfort and IEQ, improve operations and maintenance, and deliver holistic and sustainable solutions for industry practitioners. ASHRAE engages in a thoughtful process to evaluate and prioritize opportunities to leverage new technologies.



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




2025 – 2028 Strategic Goals

Objectives







1. ASHRAE **leads globally** in advancing solutions to address the cause and impact of climate change

- a. Lead the development of widely adopted standards to support decarbonization, resilience and indoor environmental quality. 
- b. Develop alliances and diverse working groups that position ASHRAE to lead and collaborate globally in identifying challenges, defining solutions, and developing approaches to address them.  
- c. Develop resources based on member needs and industry trends.   

2. Pursue **impact-focused engagement** - targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's global expert resources

- a. Tailor and target engagement and resources to ASHRAE members and defined key stakeholders  
- b. Provide guidance to targeted stakeholders on impactful ways to maximize the positive downstream effect of their engagement on the built environment  
- c. Empower professionals in their journey to maximize industry impact in support of ASHRAE's mission and vision  
- d. Pursue partnerships to amplify the impact of ASHRAE's mission and support the HVAC and built environment workforce.  

3. Increase the **accessibility** of ASHRAE content and resources

- a. Identify and address structural, content, and financial barriers to access  
- b. Align communication and delivery methods and formats to enhance accessibility of content, resources, and volunteer opportunities  
- c. Strengthen communication channels with and through chapters and regions to empower contribution to the Society as thought partners in adapting resources to local context and needs  

Outcomes

ASHRAE's member and volunteer base maximizes the organization's reach, foresight, leadership position, and organizational knowledge.

A broad group of stakeholders leverage ASHRAE's resources to make decisions and meet objectives that positively affect the environment.

A viable, thriving industry makes a positive global impact.

Key Enablers

Research: The value of ASHRAE's resources is grounded in unbiased data, developed through rigorous research methods.

AI: The use of AI enables ASHRAE to improve data collection, automate internal operations, and promote agility.

Global Network: ASHRAE's global network convenes the industry to generate unparalleled knowledge.

Group Discussion

Strategic Initiatives and Plan Discussion

1. Does this strategic plan feel representative of where ASHRAE *should* focus for the next three years?
2. Do the strategic initiatives feel relevant? Will these initiatives help ASHRAE achieve adequate impact?
3. What other thoughts or reactions do you have to the strategic plan or initiatives?



Implementation Considerations (KPIs)

What are key performance indicators (KPIs)?



- Business metrics that reflect performance
- For performance management and measurement
- Leadership-led
- Not changeable on a regular basis
- Monitor the steady state and provide benchmarks

KPI Examples

Engagement

- Webinar Participants
- Annual Meeting Attendees
- Email Open Rates
- Number of Volunteers
- Publications sold

Perception Tracking

- Organization is innovative and forward thinking
- Organization impacts my professional success
- Organization effectively serves professionals like me

Membership

- Member satisfaction
- Member retention
- New member recruitment
- XX% Members from specific demographics (geography, gender identity, race/ethnicity, etc.)

Measuring Success: Outcome KPIs

What should be the measures of success (KPIs) for ASHRAE's strategic outcomes?

- For any suggested KPIs, how will we obtain the measurement data?
- Note any areas where further consideration is needed

2025-2028 Strategic Outcomes

ASHRAE's member and volunteer base maximizes the organization's reach, foresight, leadership position, and organizational knowledge

A broad group of stakeholders leverage ASHRAE's resources to make decisions and meet objectives that positively affect the environment.

A viable, thriving industry makes a positive global impact

ASHRAE's Outcomes, Simplified

What are ASHRAE's desired outcomes?

- 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

Potential Outcome KPIs

What should be the measures of success (KPIs) for ASHRAE's strategic outcomes?

- This list of KPIs will be narrowed down as the strategic plan is operationalized further.

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"> Member and Volunteer Demographics: Member retention rate, diversity of volunteer representation Member and Volunteer Satisfaction: Satisfaction related to membership and volunteer opportunities Chapter Engagement: Participation at the chapter level Chapter / Regional Contribution: Resource development initiated by chapter insight and/or resources adapted to be locally relevant at the chapter level 	<ul style="list-style-type: none"> Publications Sold: Number of ASHRAE standards, guidelines sold AND accessed Email Open Rates ASHRAE Website Traffic: Track the amount of traffic on ASHRAE's website related to engagement with standards, guidelines Member Engagement Rate: Survey members to understand engagement rates for standards, guidelines Cost per Output: Calculate resource use relative to output produced. 	<ul style="list-style-type: none"> Thought Leadership Engagement: Participation at speaking engagements, contributions to industry discussions Strategic Partnerships: Number of high-visibility partnerships to advance ASHRAE's efforts Benchmarking: Comparative analysis to understand ASHRAE's performance and reach compared to competing organizations 	<ul style="list-style-type: none"> Market Penetration Rate: Tracking the utilization of ASHRAE standards, guidelines by professionals in the industry Entry and Exit Rates: Tracking the number of entrants and exits into the HVAC profession Efforts to Support Workforce: Increasing efforts to support the HVAC workforce (e.g. trainings, workshops, outreach) Market Growth Rate: Tracking market size, industry expansion 	<ul style="list-style-type: none"> Market Penetration Rate: Tracking the utilization of ASHRAE standards, guidelines by professionals in the industry Industry – Specific Advancements: reduction in GHGs emitted by buildings, adoption of IEQ, alignment to decarbonization targets

Next Steps



Thank you!

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