



Shaping Tomorrow's  
Built Environment Today

## MINUTES

### PLANNING COMMITTEE MEETING

**Wednesday, June 16, 2021**  
**9:00am – 12:00pm**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the August 23, 2021 meeting of the committee.*

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June 16, 2021

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**PRINCIPAL MOTIONS**  
Planning Committee Meeting  
June 16, 2021

No. – Pg.	Summary
1-1	The minutes from the May 5, 2021 Planning meeting as presented be approved.

**MINUTES**  
Planning Committee Meeting  
**June 16, 2021**  
**9:00am – 12:00pm**

**MEMBERS PRESENT:**

Sarah Maston  
Bill Klock  
David Arnold  
Blake Ellis  
Stephanie Kunkel  
Trent Hunt  
Tom Lawrence  
Vanessa Friedberg  
Mark Miller  
Bjarne Olesen  
Ahmed Alaa Eldin Mohamed  
Bill McQuade

**GUESTS PRESENT:**

Wade Conlan  
Andres Sepulveda  
Aakash Patel  
Chandra Sekhar  
Doug Cochrane  
Ginger Scoggins  
Larry Smith  
Nivedita Jadhav  
Mick Schwedler

**STAFF PRESENT:**

Mark Owen, Staff Director, Publications & Education  
Joyce Abrams, Staff Director, Member Services  
Kim Mitchell, Staff Director, Development  
Dustin Mason, Development Manager  
Stephanie Reiniche, Staff Director, Technology  
Vanita Gupta, Staff Director, Marketing  
Annmarie Wilhoit, Interim Staff Director, Finance  
Jeff Littleton, Executive Vice President  
Chandrias Jacobs, Coordinator of Board Services  
Candace DeVaughn, Manager of Board Services

**CALL TO ORDER**

Ms. Maston called the meeting to order at 9:00AM on Wednesday, June 16, 2021.

**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**

The agenda was reviewed and accepted as presented.

**APPROVAL OF MINUTES**

Ms. Kunkel moved and Mr. Lawrence seconded

**(1) The minutes from the May 5, 2021 Planning meeting as presented be approved.**

**MOTION 1 PASSED (10:0:0 CNV)**

**REVIEW OF ACTION ITEMS**

All action items were reported as complete.

**2021 VIRTUAL ANNUAL CONFERENCE LEADERSHIP PRESENTATION**

The 2021 virtual Annual Conference leadership presentation was given by Mr. McQuade.

All current and ongoing activities of the Society were reviewed.

Mr. McQuade referenced the extensive work of the ETF and the Proactive Diversity Task Group. Due to the work of the Proactive Diversity Task Group a Diversity, Equity and Inclusion subcommittee of the BOD has been created.

The call for ASHRAE Nominations was noted as well as new member benefits set to begin on July 1, 2021.

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

Mr. Olesen provided an update regarding the activities of the Monitoring subcommittee.

All initiatives, goals, and desired outcomes of the strategic plan were reviewed. Several areas have been used to measure success of the plan such as KPIs and website traffic. It was noted that data could not be retrieved past year 2018 for website traffic as the website has been through a major overhaul.

Councils were asked to indicate which initiatives and goals their MBOs are related to so that this information could be included in the update to the BOD. The percentage of MBOs that relate directly to the strategic plan were reviewed.

It was noted that a majority of the MBOs of the councils relate to member engagement, with a lesser amount related to resiliency. Members Council has the most MBOs relating to streamlining and member engagement.

Mr. Olesen expressed a need for more PubEd activities and initiatives related to resiliency. More MBOs related to research may also be needed. He shared that 2021 data needs to be updated for a lot of the KPIs reviewed. There is a need to determine how to monitor desired outcomes related to the strategic plan.

Mr. Olesen provided an update regarding the member satisfaction survey set to be sent to membership in the fall of 2021. The survey will be used to provide more insight into why membership increases/decreases. Work has not begun to generate the actual survey; however, characteristics of the survey were discussed. The survey should take no longer than five minutes and demographic data should be retrieved from the survey. Recommendations for questions to be included on the survey have already been received from GAC.

It was noted that the subcommittee also briefly discussed a survey for non-ASHRAE Members and a survey to affiliate organizations to determine their level of involvement. The subcommittee has yet to decide if the additional surveys would be feasible.

Ms. Maston thanked the subcommittee for a thorough report.

**Post COVID ASHRAE Subcommittee**

Ms. Platt Gullledge reported on all activities of the subcommittee since implementation.

During the Society Year, the post covid survey was sent; only 3.1% responded from the 51, 000 members the survey was sent to. Multiple organizations were also interviewed to determine what practices they have adopted for better business since the pandemic. Consistent themes from the survey and organizations interviewed were noted as below:

#### Survey

- The virtual meeting was productive use of time.
- Virtual meetings are a great option for companies providing continuing education for their employees.
- There should be a future combination of in-person and virtual meetings.
- Are we using the best virtual tools?

#### Organizations

- Membership levels are the same or higher (vs. Pre-COVID)
- Conferences have been virtual with increased profits
- Hybrid conferences and meetings will be the future
- Some personnel cuts and empty positions not filled
- Everyone seems to be anxious to get back to some type of in person events

The subcommittee also examined successes of the ETF as they have made great progress in providing timely industry related information during the pandemic. Their successes are noted below as additional recommendations for how ASHRAE may conduct better business after the pandemic:

- ASHRAE needs to empower down to the lowest decision making level possible to speed things up (sounds like what every company says too).
- More frequent meetings are necessary to keep continuity.
- We need better collaboration tools. Google Docs appear to have some potential solutions (I believe that TEAMS does, as well).

The next generation of ASHRAE members were also discussed as encouragement may be needed to grow participation in Society related activities for younger members.

As a result of the subcommittees work, six areas of focus have been determined for the next Society Year:

- Investigate hybrid Annual and Winter Meetings & Conferences (combination of in person & virtual) [i.e. Eliminate providing space for all subcommittee meetings at Society Meetings; Chapter meetings, Expos]
- Investigate enhancing the DL program to take advantage of technology to maximize their impact. (i.e. ASHRAE better integrate with E-Learning)
- Develop a 'best practices' document from the ETF and distribution to all groups within ASHRAE.
- Replicate the positive energy & engagement that YEA has created in their committee with other committees
- Investigate diversifying revenue streams -(i.e. Member benefit, Subscription service for members and non-members, non-member revenue) customize experience
- Take advantage of the current ASHRAE exposure to the world to keep the organization out front. (i.e. Develop an "ASHRAE approved" indoor air quality dashboard for General public/business usage.)

Mr. Hunt shared that a lot of work has been done regarding virtual conference first time attendees and if they attended conferences after. It was determined that there were better attendance percentages for first time in person attendees going to a second in person meeting. Virtual options may need to be investigated as a result of the findings. There was also a drop in attendance for repeated attendees of virtual meetings.

Ms. Maston thanked the subcommittee for their work and encouraged the upcoming committee to consider the findings noted.

#### **STRATEGIC PLAN NEXT STEPS**

Ms. Maston notified the committee that future committee leadership will determine the next steps for the strategic plan.

The reasoning behind the midterm update to the strategic plan was reiterated. The strategic plan seemingly took a year hiatus. Not much progress has been made on the initiatives as a result of the pandemic and work still needs to be done. There is also a fiscal impact as a result of the extension of the current strategic plan as there is typically a consultant engaged around this time to begin the next strategic planning process.

Ms. Maston shared that the plan moving forward is for the strategic plan midterm update to be publicized going into the 2022 Winter Meeting in Las Vegas.

Members of the Post COVID Subcommittee have been assigned to the 2020-2021 presidential ad hocs as liaisons. This was done to gain more knowledge about the work that these groups are doing and whether that work should be incorporated into the midterm update to the current strategic plan. Assignments were made as follows:

- Vision 2030 - Trent Hunt
- ASHRAE Task Force for Building Decarbonization - Vanessa Freidberg
- DEI BOD Subcommittee - Andres Sepulveda
- Epidemic Task Force - Wade Conlan
- Society Transformation Ad Hoc - Mark Miller
- Task force for International Standards - Dr. Alaa

Ms. Maston recommended that moving forward, work should be done to determine how the strategic plan update will be communicated to the membership. The following channels were recommended as ways in which the midterm update of the strategic plan could be communicated:

- Plenary document – 1 page including key points given to the attendees of the plenary
- ASHRAE Website
- ASHRAE 365 push notification

The potential format of the midterm update was discussed.

As there was consensus that the committee liked the format of the last strategic plan update, the committee is seeking to have the current update be similar to the last. As a result, there has been discussion regarding the addition BOD champions to the strategic plan.

Ms. Maston conveyed that the addition of BOD champions gives ownership of the initiatives. She shared that she is willing to work with next PLC leadership to determine who should be assigned on ExCom to help move the initiatives forward.

Additional comments regarding next steps for the strategic plan were requested from the committee.

Mr. Schwedler thanked everyone for their hard work. Noted that every BOD member should be promoting the strategic plan at every given opportunity, not only assigned champions.

Ms. Maston shared that the Monitoring Subcommittee may have felt unappreciated. Their role has been to police the strategic plan. The name of the subcommittee may need to be changed as the name currently lends itself to the interpretation of a policing type of situation.

She recommended that the leadership of the councils look at desired outcomes. If assignments of the BOD Champions are done well, it can partner with the current responsibilities of those same BOD members.

Mr. Sekhar inquired if a distinct link between the Planning Committee and the Vision 2030 ad hoc can be made. Vision 2030 is looking nine years ahead of time which is strategic in nature. This can be used in the current strategic plan update.

Ms. Maston notified Mr. Sekhar that Mr. Hunt has been assigned as a PLC liaison to the Vision 2030 ad hoc to help determine if their work should be included in the midterm update.

Mr. McQuade notified the committee that the Vision 2030 ad hoc is an example of an ad hoc that steps on what the Planning Committee does. It exists above the structure of ASHRAE. He expressed that there is a need to look 10 years out however it is not clear why there are multiple groups in ASHRAE doing the same thing. Everyone assumes the other group is driving things. The Vision 2030 ad hoc should have been a part of PLC and the councils should be driving the initiatives in the strategic plan. As a result, ExCom should be responsible for this as the members of ExCom are the heads of the councils.

Mr. Hunt believed he recalled the BOD champions for the last midterm update were members of ExCom. Believes high level members should be assigned as champions as they are in charge of implementing the strategic plan. PLC should possibly entertain ideas regarding how the strategic plan can be implemented virtually. We don't have to have face to face meetings anymore. As a result of the pandemic, virtual options are more popular. Virtual aspects should be included in the midterm update in some way.

Mr. Lawrence stated that there may be feedback that VPs are only on ExCom a few years. Details regarding how the work of BOD champions would be transferred should be discussed.

Ms. Maston thanked everyone for their input and advised that any additional feedback after this meeting be sent to the new committee leadership.

#### **STATUS OF 2020-2021 MBOs**

All MBOs were reported as complete.

Ms. Maston thanked the subcommittees and the council liaisons for their work.

#### **RECOGNITION OF OUTGOING MEMBERS**

Ms. Maston recognized Mr. Olesen as an outgoing member.

She thanked him for his overall committee work especially with monitoring the KPIs in the strategic plan. The information provided in relation to the strategic plan is very helpful and puts us in a good direction for next year.

Ms. Maston asked Mr. Olesen for any words of wisdom that may be helpful to the future PLC.

Mr. Olesen notified the committee that guidance and instruction is still needed on the MBOs. MBOs should cover more than 1 year. There is still work to be done in helping committees and councils with their MBOs. It is important that ASHRAE leadership and the incoming president look at the strategic plan to help champion it.

#### **CHANGE OF CHAIR**

The meeting was turned over to Mr. Klock. Ms. Maston was thanked for her leadership throughout the year.

Mr. Klock informed Ms. Maston that a \$150 donation was made to ASHRAE research on her behalf.

#### **2021-22 MBOs & Subcommittee Assignments**

Mr. Klock reviewed MBOs and subcommittee assignments as attached (**ATTACHMENT A**).

Subcommittee assignments were reported as below:



Monitoring Subcommittee

- Stephanie Kunkel, Chair
- Blake Ellis, Vice Chair
- David Arnold
- Tom Lawrence

Implementation Subcommittee

- Trent Hunt, Chair
- Vanessa Friedberg
- Wade Conlan
- Dr. Alaa
- Andres Sepulveda

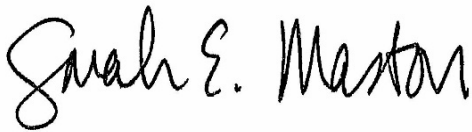
**FUTURE MEETINGS**

Mr. Klock notified the committee that he would like to have virtually meetings of the full committee every other month.

The first meeting will be scheduled for mid to late August and a Doodle poll will be sent soon.

**ADJOURNMENT**

The meeting was adjourned at 11:12am.

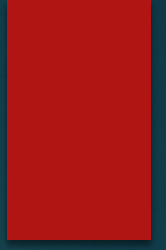
A handwritten signature in black ink that reads "Sarah E. Maston". The signature is written in a cursive, flowing style.

Respectfully Submitted,

Sarah E. Maston, Chair

Attachments: A. Planning Committee Assignments – 2021-2022

# Planning Committee 2021- 2022



# Planning Committee

Bill Klock – Chair

Heater Platt Gullede – Vice Chair

Steph Kunkel – Chair of Sub-Committee #1

Trent Hunt – Chair of Sub-Committee #2



# Planning Committee (Continued)

Blake Ellis (1, also sub-committee Vice-Chair)

Vanessa Freidberg (2)

David Arnold (1)

Wade Conlan (New Member) (2)

Tom Lawrence (1)

Mark Miller (2)

Ahmed Alaa Eldin Mohamed (2)

Andres Sepulveda (New Member) (2)

Dunstan Macauley – Coordinating Officer

# Planning Committee (Staff Babysitters)

Jeff Littleton

Stephanie Reiniche

**Chandrias Jacobs**



# Planning Committee MBOs

- ▶ Issue Strategic Plan update, due Winter Conference (2)
- ▶ Finalize Strategic Plan Indicators for tracking, due EOSY (1)
- ▶ Propose ROB/MOP/Reference Manual modifications to reflect appropriate operations of the committee, due EOSY (Bill and Heather)
- ▶ Prepare/Issue/Receive/Analyze Member Satisfaction Survey, due Winter Conference (1)

# Sub-Committee #1 (AKA Monitoring Sub-Committee)

- ▶ Please get out in front of the MBO preparation for the committees and councils.



# Meeting Schedule

Full Committee – Every Other Month, plus as needed

Sub-Committees – Up to the Chair of the Committee

Chair/Vice-Chair/Sub-Committee Chairs – Monthly, plus as needed