



Shaping Tomorrow's  
Built Environment Today

**MINUTES**

**PLANNING COMMITTEE MEETING**

**Friday, June 24, 2022  
1:00PM – 4:00PM  
TORONTO, ON, CANADA**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the November 9, 2022 meeting.*

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**June 24, 2022**

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**PRINCIPAL MOTIONS**

Planning Committee Meeting  
June 24, 2022

<b>No. – Pg.</b>	<b>Summary</b>
1-1	<b>The minutes from the May 2, 2022 Planning Committee meeting as presented be approved.</b>

**ACTION ITEMS**

Planning Committee Meeting  
June 24, 2022

<b>No. – Pg.</b>	<b>Responsibility</b>	<b>Summary</b>
1-4	Mr. Mehboob	Engage Mr. Giometti to determine if he has any ideas that may be helpful in receiving a greater response rate for the Membership Survey.
2-4	Mr. Macauley	Share with Ms. Platt Gulledge additional details relating to the two referrals from the Board Composition and Leadership Structure Subcommittee.

**MINUTES**  
Planning Committee Meeting  
**June 24, 2022**  
**1:00PM – 4:00PM EDT**

**MEMBERS PRESENT:**

Bill Klock, Chair  
Heather Platt Gullledge, Vice Chair  
Wade Conlan  
Ahmed Alaa Eldin Mohamed  
Blake Ellis  
Mark Miller  
Vanessa Friedberg  
Trent Hunt  
Tom Lawrence  
Stephanie Kunkel  
Andres Sepulveda  
Dunstan Macauley, Coordinating Officer

**GUESTS:**

Robin Bryant  
Farooq Mehboob  
Karine Leblanc  
Ginger Scoggins  
Art Giesler  
Farhan Mehboob  
Jake Kopocis  
Michael Patton

**STAFF PRESENT:**

Jeff Littleton, Executive Vice President  
Mark Owen, Staff Director, Publications & Education  
Joyce Abrams, Staff Director, Member Services  
Kim Mitchell, Staff Director, Development  
Stephanie Reiniche, Staff Director, Technology  
Vanita Gupta, Staff Director, Marketing  
Kirstin Pilot, Manager, Development  
Chandrias Jolly, Assistant Manager - Board Services  
Candace DeVaughn, Manager - Board Services

**CALL TO ORDER**

Mr. Klock called the meeting to order at 1:01PM on Friday, June 24, 2022.

**ASHRAE CODE OF ETHICS COMMITMENT AND TORONTO LAND ACKNOWLEDGMENT**

Mr. Klock read the ASHRAE Code of Ethics commitment and the Toronto Land Acknowledgment at the request of the Toronto Chapter.

**FOR INFORMATION ONLY: ASHRAE SIMPLIFIED RULES OF ORDER – QUICK REFERENCE**

Mr. Klock noted that the new 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. New Business item, *Board Composition and Leadership Structure Subcommittee Referrals*, was added.

## **APPROVAL OF MINUTES**

Dr. Alaa moved and Ms. Friedberg seconded that

- (1) The minutes from the May 2, 2022 Planning Committee meeting be approved as presented.**

**MOTION 1 APPROVED** (Unanimous Voice Vote, CNV).

Mr. Klock recognized the presence of the ASHRAE President, Mr. Schwedler.

Mr. Schwedler thanked the committee for their work throughout the year.

## **ASHRAE LEADERSHIP PRESENTATION**

Mr. Macauley presented the Leadership Presentation for the 2022 Annual Conference. Below is a summary of the items noted during the presentation:

*The call for nominations for elected and appointed committee and council positions will take place soon. Stressed the importance of members being recognized for their work on a continued basis through nominations.*

*Advised the committee of the new Simplified Rules of Order and the expectation of councils and committees to be fully operational in the guidance beginning July 1, 2022.*

*Shared the status of the research campaign and thanked everyone who may have donated. Advised the committee that the RP campaign is on track for hitting their goal this Society Year.*

*Notified the committee of several upcoming topical conferences, the next AHR Mexico, and the date of the 2023 Winter Conference.*

Mr. Macauley thanked the committee for their work.

Mr. Klock inquired if a member of ExCom would be attending AHR Mexico in Guadalajara as he has received some comments from members that it is important for ASHRAE leadership to be present.

Mr. Littleton notified the committee that Ms. Scoggins is planning to attend this event.

## **SUBCOMMITTEE REPORTS**

### **Validation and Documentation (formerly Monitoring)**

Ms. Kunkel reported on the activities of the subcommittee throughout the year. She thanked Mr. Ellis for leading the subcommittee while she was away.

She shared the status of the strategic plan, desired outcomes, and the membership survey that was sent last fall.

All committees and councils were engaged to provide an update of their MBOs in relation to the strategic plan. The subcommittee, in an effort to get a snapshot of strategic plan progress, created a 1-page dashboard as presented in **ATTACHMENT A**. The intent of the dashboard is that it should be used as a tool determine which strategic plan initiatives have gained traction and which remain to be addressed.

Ms. Kunkel reminded the committee of the membership satisfaction survey that was distributed earlier in the Society Year. She advised the committee that based on response percentages, email may not be the best channel for distributing the survey. As a result, the committee may need to look into different distribution methods for when the survey is sent to members in the 2022-23 Society Year. The importance of the survey was also noted in that the results should be used to

track trends and action should be taken by the society based on the survey responses where applicable.

### **Implementation and Innovation (formerly Implementation)**

Mr. Hunt reported on the activities of the subcommittee.

Shared that the subcommittee had a very busy year and thanked members for attending meetings that were often scheduled weekly due to task assigned. The following is a summary of those activities:

*Quickly developed the Strategic Plan midterm update.*

*Worked with ASHRAE Committees to ensure that they were incorporating the strategic plan into their MBO's and committee activities for the year.*

*Reviewed and Revised the Planning ROB and Reference Manual. Some of the changes included renaming the Implementation Subcommittee as the Innovation and Implementation Subcommittee and the monitoring Subcommittee as the Validation and Documentation Subcommittee.*

*Recommended inclusion of incoming first year directors on the BOD as non-voting members of the Planning Committee to facilitate early exposure to the Planning Committee as well as other related strategic planning efforts.*

*Communicated in the reference manual that the second half of the society year for the Implementation and Innovation Subcommittee will be dedicated to soliciting creative ideas from the membership, making strategic assessments, identifying strategies, and developing and recommending new initiatives for the committee to adopt as strategic goals.*

### **MEMBERSHIP SURVEY ACTION ITEMS**

Mr. Klock advised that he reached out to several staff members regarding possible action items that may have stemmed from the membership survey. Notified the committee that these items will be forwarded to Ms. Platt Gullledge, as the incoming PLC Chair so that she may begin addressing them during here year as chair. A summary regarding discussion of the action items was noted below:

*Should the survey results be distributed to those who completed the survey?*

*Can we put the results on the website? Does it have to only be sent to those that completed the survey?*

*It was noted by Staff that not everyone gave their contact information regarding the survey. The results can be conveyed to those that have provided contact information.*

*We should make the survey results public, but only respond to the members that took the time to complete it. They should also be thanked, if they haven't already, for taking time to complete the survey.*

*It was stated that the last survey did not have as many respondents as intended. Can an incentive be given to get more respondents?*

*Staff shared that members who participated in the past were incentivized by having their name entered into a drawing where they could win a \$100 AmEx gift card. The other angle used to incentivize participants was if they provided an email, the results of the survey would be shared with them only. We could post the results to the ASHRAE website and give the respondents a link. It should be noted that the committee's initial plan was not to publicly share the results.*

Mr. Mehboob recommended that chapter leadership be involved in getting responses for the survey. He shared that in the past, a survey was distributed by Mr. Giometti that was available for respondents to provide feedback in three weeks.

**ACTION ITEM - Mr. Mehboob will engage Mr. Giometti to determine if he has any ideas that may be helpful in receiving a greater response rate for the Membership Survey.**

**AI-1**

Mr. Klock stated that based on comments from the committee, a note will be sent to those that completed the survey directing them to where they can find the results if they would like to view.

### **STATUS OF 2021-22 MBOs**

All MBOs were reported as complete. Mr. Klock thanked the committee and subcommittee chairs for their diligent work.

### **NEW BUSINESS**

#### **Board Composition and Leadership Structure Subcommittee Referrals**

Mr. Macauley updated the committee on the activities of the Board Composition and Leadership Structure subcommittee. He made the Planning Committee aware of two items that should be investigated at the request of the subcommittee to determine if either idea has any merit (noted below). Additional details can be found in **ATTACHMENT B**.

- Advisory council of non-members, to advise the Board of Directors
- Additional Regional support – two staff per two regions

Ms. Platt Gullede asked Mr. Macauley if he could share any additional information outside of what is being presented regarding the two ideas.

**ACTION ITEM – Mr. Macauley will share with Ms. Platt Gullede additional details relating to the two referrals from the Board Composition and Leadership Structure Subcommittee.**

**AI-2**

Mr. Hunt inquired how the advisory BOD that could be proposed, compares to AASA. Does AASA already focus on these activities? How is it different? Would it be made up of people that are considered powerful corporate magnets?

Mr. Macauley advised Mr. Hunt that the intent of the advisory council would be to bring in people that can open doors. One of the concerns is that the opportunity presents itself that powerful people can buy their way into the BOD. This would be a big change for our organization and needs a long discussion to determine the merits. As the BOD subcommittee had no time to vet the ideas referenced maybe those in this group can do so.

Mr. Littleton notified the committee that AASA is not intended to provide market intelligence or outside council. It is more of a network of other HVAC organizations.

Mr. Kopocis asked why the Society is looking outside of the industry and membership for members of the advisory council. Could this be perceived as we are saying that ASHRAE members are not able to offer the kind of expertise we are looking for as members of the advisory council?

Mr. Littleton stated that having a standards executive not related to the built environment may allow different perspectives to ASHRAE and enhance decision making. Believes this was the thought process behind the subcommittee's idea of an advisory council. He shared that with requesting that members of the advisory council not be ASHRAE members is not to say that ASHRAE members are unqualified, but that the Society can benefit from all perspectives, even those outside of the built environment.

**RECOGNITION OF OUTGOING MEMBERS**

Mr. Klock recognized Mr. Arnold, Ms. Friedberg, and Mr. Lawrence as outgoing members.

They were thanked for their overall committee work and their work on the subcommittee.

**CHANGE OF CHAIR**

The meeting was turned over to Ms. Platt Gullede. Mr. Klock was thanked for his leadership of the committee through-out the year.

**2022-23 Subcommittee Assignments and MBOs**

Ms. Platt Gullede reviewed subcommittee assignments as noted below:

Implementation & Innovation Subcommittee  
*(Previously the Implementation Subcommittee)*

- Trent Hunt, Chair
- Farhan Mehboob\*
- Jake Kopocis\*
- Wade Conlan
- Mark Miller

Validation and Documentation Subcommittee  
*(Previously the Monitoring Subcommittee)*

- Blake Ellis, Subcommittee Co-Chair
- Andres Sepulveda, Subcommittee Co-Chair
- Michael Patton\*
- Chad Smith\*
- Ahmed Alaa Eldin Mohamed

Ms. Platt Gullede reviewed MBOs for the committee for the upcoming Society Year as presented in **ATTACHMENT C**. She shared that in lieu of the referrals received from Mr. Macauley, the MBOs may need to be altered.

**FUTURE MEETINGS**

**New Member Orientation Date**

Ms. Platt Gullede notified the committee that new member orientation is set to be scheduled in late July/August. A doodle Poll will be sent to confirm details.

**ADJOURNMENT**

The meeting was adjourned at 2:31PM.



Respectfully Submitted,

Bill Klock, Chair

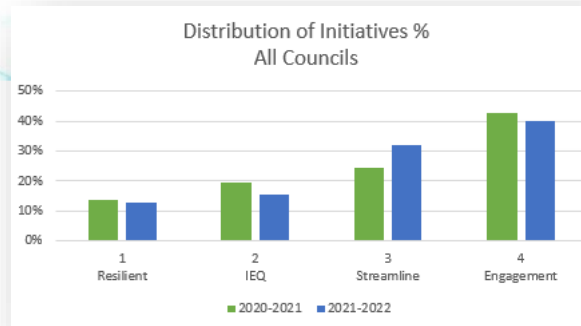
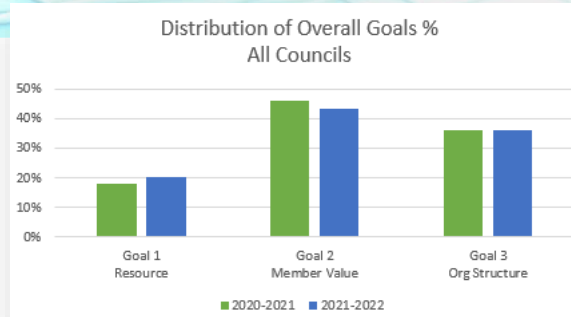
- Attachments: A. 2019-25 KPI Dashboard – as of June 24, 2022  
 B. Board Composition and Leadership Structure Subcommittee Referrals  
 C. 2022-23 MBOs – Platt Gullede





# 2019–2025 ASHRAE Strategic Plan KPI Dashboard

The below data is a representation of Council MBO progress regarding the 2019-25 Strategic Plan. The below should be used as a tool to determine which strategic plan initiatives have gained traction and which still remain to be addressed.

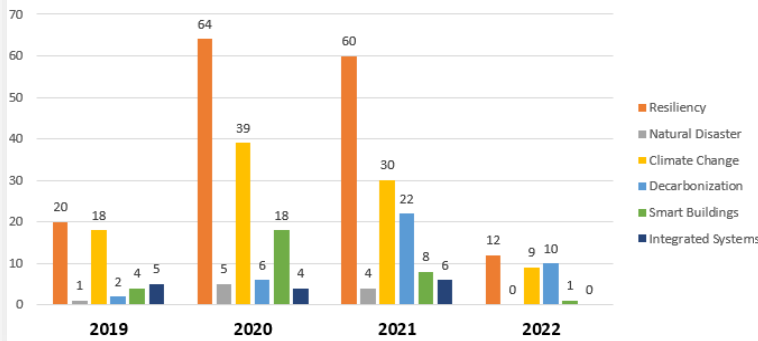


## INITIATIVE 1



Resilient Buildings and Communities

Resilient Building and Communities Keywords from Journals, Papers, Seminars & Conferences (Data captured through May 2022)

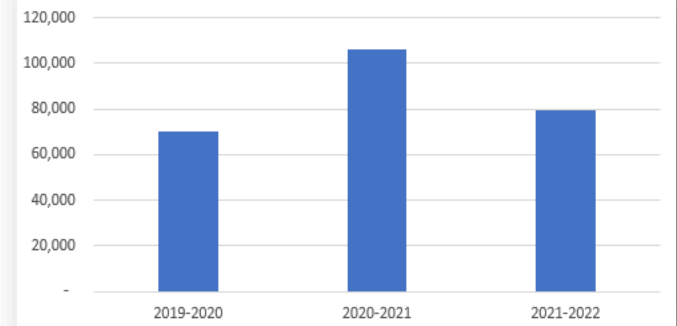


## INITIATIVE 2



Indoor Environmental Quality

IEQ Standards and Guideline Views

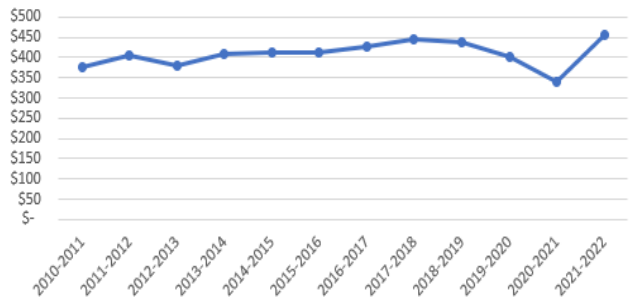


## INITIATIVE 3

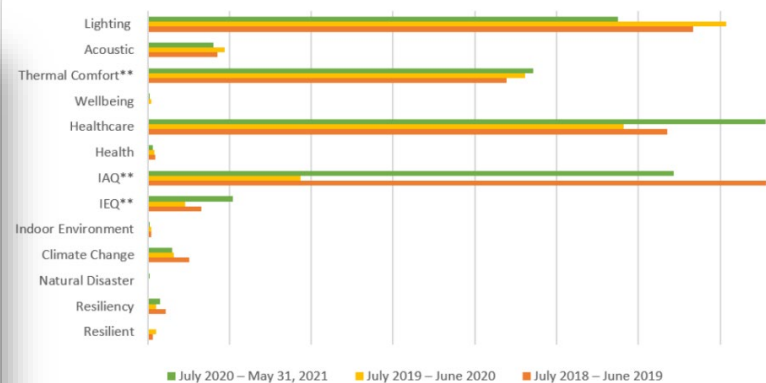


Organizational Streamlining

Society Operating Cost per Member (\$-USD)



Resilient Building and Communities & Indoor Environmental Quality KPI's: Key Terms Searched

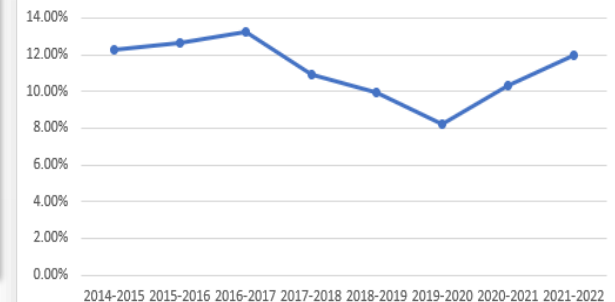


## INITIATIVE 4



Improve Chapter Engagement, Capacity and Support

Volunteer Engagement



## **Board Composition & Structure – Non-ASHRAE Advisors Team**

### **Report - June 16, 2022**

The team was asked to explore the idea of having an advisory council of non-members, to advise the Board of Directors. The team discussed opportunities & challenges, as well as the basic question of whether or not there is value in pursuing this.

#### **Opportunities:**

The team identified multiple opportunities available to ASHRAE if this concept is pursued:

- Could provide business opportunities.
- Could steer the Board towards more market-driven decisions.
- Might be able to get ASHRAE in touch with grant opportunities.
- Help ASHRAE to focus on strategic initiatives.
- Help ASHRAE to find ways to drive membership growth. Perhaps make it more attractive for employers to provide corporate membership.
- Opportunity for globalization perspective.
- Not restricted by ASHRAE-think. This could allow free thought as if in a corporate setting.
- Review Tim Wentz's streamlining/interviews report for additional information.
- This group may be able to help ASHRAE get faster to market.
- Another potential use of this group would be to evaluate ASHRAE's BOD as to whether or not the streamlining effort accomplished the strategic focus it was meant to achieve. It was noted that this service could be provided by the American Society of Association Executives, of which ASHRAE is a member. They could also provide feedback on how other associations utilize advisory group.

#### **Challenges:**

The team identified multiple challenges to this concept:

- How can we attract the caliber of people we think we need? This should be by invitation only. Include representatives from our industry, government representatives, and representatives from outside of North America. These should be the top leaders in their firms. We need to provide good talking points on what's in it for them.
- What industry/background would we be looking for? They should be in a leading position in the building industry, there should be broad market representation, have experience in facilitator of membership growth, and have a deep knowledge of ASHRAE. Having good knowledge of ASHRAE would reduce training of the council. This could

limit the pool to ASHRAE members. Government representatives should have a background in standards development and/or financial grant capabilities. Identify key groups that we would look to their input as important for BOD decisions and also provide value to the mission of ASHRAE. Representatives could come from facility managers (including non-engineers), large property owners, manufacturers and their product representatives, members of similar associations (AASA and AHRI), and not as many HVAC design consultants. Other suggestions include representatives from related industries such as IT, automation, non-building energy, and finance.

- How should this be structured for mutual respect? The council should be designed so that it is 50/50 non-members and BOD. Suggest maximum size of council is 10 members who rotate in and out annually, on a staggered basis.
- Ensure commercialism policy is enforced. Avoid members seeking product endorsement or favorable standards development.
- Avoid a “think tank” approach by setting up firm rules for operation. Should be chaired by a past ASHRAE President. Emphasize how to promote the employer benefits of membership.
- Focus the council’s work on defining who the “market” really is.
- Pick out pieces that speak to the mission of the council.
- Seek council members from outside the Americas.
- Calling it a council or board is confusing and implies authority where none exists; it is really a committee.
- The objectives of the advisory group are unclear. It could be more strategic if we had focus groups that worked on particular issues rather than a general advisory board. For instance, the new Task Force for Building Decarbonization is working on developing technical and international advisory boards.
- The objectives of this group would need to be developed by the BOD, which are probably what the BOD ought to be doing themselves. It may be more appropriate to have sounding boards for individual issues instead.

### **Timeline:**

There was a lack of consensus on the timeline for reviewing this concept. Some members felt it was important to be on a similar timeline with the rest of the streamlining efforts and ASHRAE shouldn’t wait to implement it. Other members were of the opinion that with everything on our plate on streamlining, that this discussion and effort should be put in the “parking lot” until after there is a firm direction and a chance to implement the main goals of the Board Composition & Structure subcommittee. They felt this could distract and detract from those primary efforts. There was additional concern about trying to predict what a future board may need for input, if the Board makeup changes. It was also noted that there was a long-term suggestion within the original DEI committee report to perhaps involve corporate leaders in a

DEI forum-type committee and that perhaps these two could look at common synergies and combine ideas and forces, which would be another reason to put this on the back burner while this is investigated.

**Summary:**

Unfortunately, there was insufficient time and resources to provide a thorough review of the proposal. While the team was not able to answer the basic question of whether or not there is value in pursuing this idea, this report should provide a basis for further discussion should ASHRAE leadership decide to pick this issue up in a future Society year.



## **Motion**

That the Society test the effectiveness and return on investment of Regional Support Staff by hiring two Regional Support Staff members to support four regions (2 Regions per staff member) for 24 months beginning Oct. 1, 2018.

## **Background**

Regional support staff can leverage the leadership of Regional and Chapter volunteers to grow regional influence, membership and participation in Society activities. Key Performance Indicators for comparison with Regions not participating in the pilot will include:

1. Greater ASHRAE influence in building codes and regulations within the Regions.
2. Increased membership within the region.
3. Increased RP funds raised within the region.
4. Increased publications revenue within the region.
5. Recognized and visible in markets served.
6. Performs consistently and helps develop strategic focus within the Region.

These individuals would provide consistent and Region-specific staff support for DRCs and Regional officers. The Regional Support Staff would also have “institutional” knowledge of the Region similar to staff positions in Society standing committees. Greater staff support also would allow for easier on-boarding of volunteers and implementation of best practices.

The ad-hoc suggests that there be two staff members to support four (4) Regions for a trial period of 2 years. These trial Regions will be selected during the DRC meeting prior to the Sunday, June 24th Board Meeting at the Annual meeting in Houston, TX

Staff shall provide an annual comparative update with regions not participating in the pilot as to the status of Key Performance Indicators as listed in the R&R provided. After two years, the ad hoc committee believes the effectiveness of the position should be assessed for effectiveness and possible widening to more regions or cancelling of the program. .

Additional Resource Appendices:

- Roles and Responsibilities
- DRC Survey results

## **Fiscal Impact**

\$148,000 for 12 months; \$296,000 for the two-year test period divided as follows:

- \$111,000 in SY 2018-19 (starting Oct. 1<sup>st</sup>)
- \$148,000 in SY 2019-20 (full year impact)
- \$37,000 in SY 2020-21 (3 month impact, concluding Oct. 21<sup>st</sup>. 2020)

### **Budget Assumptions**

- Two (2) FTE's
- Gross salary of \$50,000 with a 28% benefits multiplier = \$64,000 per person per year
- Travel Expenses to CRC, Regional Planning Meeting, Winter and Annual Meeting = \$10,000 per person per year.
- Total cost per person per year = \$74,000

