



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE WEB MEETING

Thursday, June 8, 2017
8:00 am – 10:00 am EDT

Note: These minutes have not been approved by the Planning Committee and are not the official record of the meeting until approved.

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ACTION ITEMS
 Planning Committee Meeting
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<u>No. - Pg.</u>	<u>Responsibility</u>	<u>Summary of Action</u>	<u>Status</u>
1 - 4	Harrod/Vaughn	Continuing to discuss with ExCom how to define MTG; Ongoing	<u>ongoing</u>
2 - 4	Abrams	Provide Mr. McGinn with a breakdown on the 13.1% increase in volunteer participation – among society, chapters and TCs.	<u>ongoing</u>
3 - 4	Neme	Notify incoming PLC members that past SP related documents are available on PLC Basecamp for their review	_____
4 - 4	Balaras/McGinn	Let Mr. McGinn know which budgets are approved by the Board so he can update the SP documents and also update the powerpoint.	_____
5 - 5	Neme	Upload Strategic Plan Mid-Term Update power point and budget update worksheet, and notify PLC members PLC members to review and send their comments by June 12	_____
6 - 5	Balaras	Update documents, if necessary, and submit them as a preliminary update for the Board agenda and to ExCom & Finance Committee with a request for feedback and guidance prior to Long Beach	_____
7 - 5	Balaras	Send PLC Updated Reference Manual and MOP to SRC for approval.	_____
8 - 5	Bahnfleth	Send new Subcommittee assignments to Mr. McGinn so he can update the SP Monitoring chair on progress.	_____

MINUTES

PLANNING COMMITTEE WEB MEETING June 8, 2017

MEMBERS PRESENT: Costas A. Balaras, Chair
James K. Vallort, Vice Chair
Chris Gray (late)
John L. Harrod
Julia Keen
Karine Leblanc
Tim J. McGinn
Sarah Poursharafeddin
Ashish Rakheja
Mick C. A. Schwedler
Hassan A. Sultan
Ginger Scoggins, CO
Jeff H. Littleton, Executive VP
Steve Comstock, Staff Director

MEMBERS ABSENT: Dimitris Charalambopoulos
William P. Bahnfleth, Consultant
Narayanan S. Chandrasekar, Consultant
Jennifer Isenbeck, Consultant
Kenneth R. Goodman, Consultant

INCOMING MBRS PRESENT: Thomas Phoenix
Michael Cooper
Dennis Knight
Sarah Maston
Bill McQuade
Tim Wentz

STAFF PRESENT: Joyce Abrams
Craig Wright
Joslyn Ratcliff
Mary Townsend
Claire Neme

CALL TO ORDER / OPENING COMMENTS

Chair Costas Balaras called the meeting to order at 8:04 am. Mr. Balaras read the ASHRAE code of ethics and stressed its importance during meetings.

Roll Call

Mr Balaras asked for a roll call. Members and staff who participated are listed above. A quorum of PLC voting members was present.

REVIEW OF THE AGENDA

Mr Balaras asked if there were changes or additions to the agenda. No new items or other comments were made on the agenda.

APPROVAL OF MINUTES

Mr. Balaras called for approval of Planning Committee Minutes from the March 29, 2017 meeting. Mr. Harrod made the motion and it was seconded

to approved the Planning Committee minutes from the March 29, 2017 web meeting as presented.

MOTION 1 PASSED (UVV-CNV)**ANNOUNCEMENTS:**

Mr. Balaras announced that the 2017-18 PLC roster is attached to the agenda.

OLD BUSINESS**Action Items Update – March 29, 2017**

1-4	Harrod/Vaughn	Discussing with ExCom to define MTG; Ongoing	AI 1
4-4	McGinn	Need a breakdown from staff; 13.1% increase in volunteer participation not broken down among chapter, society, and TCs. Joyce Abrams will take an action item on this. Ongoing	AI 2

SUBCOMMITTEE REPORTS**SP Midterm Update**

Mr. Balaras presented the Strategic Plan (SP) Midterm Update. He was prepared to update the Board on the SP documents during the May 1 Board meeting but there was no time to present the complete PLC update on the SP documents. Progress to date includes:

- Completed the SP sub-initiative updates
- Submitted a preliminary SP budget to the Finance Committee
- Updated the SP Tool Kit to summarize the recommended updates

Highlights of Updated and Original Initiatives along with the recommended Dashboard were presented. Mr. Balaras emphasized that there is a wealth of past research material and reports that have been developed over the last couple of years and asked staff to notify incoming PLC members on how to access on Planning Committee Basecamp and he encouraged them to review and become familiar with the past research work and results.

AI 3

Mr. Balaras also reviewed the SP budget summary with the updated original SP budget (2014-19), along with the actual spent during 2014-17, the proposed total expenditure for the recommended updates for existing, continuing, new adapted & new sub-initiatives, and projected revenue. As requested, three different scenarios were investigated for estimating the anticipated expenses for: Full Implementation, Partial Implementation and Minimal Implementation (which is actually a prudent approach by considering the minimal implementation while preserving the original intent). Mr Balaras proposed that the summary is submitted to ExCom and Finance Committee with a recommendation for “minimal Implementation” and will ask for feedback before the Long Beach meeting. Planning Committee will finalize their recommendations in Long Beach and present them to the Board. The Toolkit will be updated after the Long Beach meeting based on the feedback from the Board.

Mr. McGinn suggested changing the wording from “Minimal Implementation” to “Optimal Implementation” that best reflects the content of the recommendations. He also will need to know which budgets are approved by the Board so he will be able to update the documents with the budget numbers. Mr. Balaras added that the Power Point also will need to be updated.

AI 4

Mr. Balaras asked for input from Mr. Wright and Mr. Wentz as to whether this budget information is the right approach to be able to gain Board approval as presented. Mr. Littleton added the need to review the items and determine what is already in the budget and what has to be added to include the mid-term update changes. The Board would be ok with maintaining a net deficit over three years but some items are in the budget already and some may need to be added. Mr. McGinn pointed out there are funds budgeted but not yet spent; therefore, it is apparent that the Monitoring Subcommittee needs to work closely with committees to spend the funds already allocated.

Mr Harrod requested for an opportunity to comment on the presented power point presentation that highlights the recommended updates and new SP sub-initiatives, Dashboard, along with the SP budget update worksheet. Mr Balaras agreed and requested that staff upload the documents on PLC Basecamp so that PLC members can review and submit their comments by June 12.

AI 5

Mr Balaras will then update the documents, if necessary, and submit them as a preliminary update for the Board agenda and also send them to ExCom & Finance Committee with a kind request for feedback/guidance prior to Long Beach.

AI 6

Note: The updated documents are attached to these minutes.

Procedures

Mr. Schwedler pointed out that the PLC MOP, Reference Manual and supplement posted on Basecamp received no feedback. Mr. Schwedler made the motion and it was seconded

that the Planning Committee revised MOP be approved as presented

MOTION 2 PASSED (UVV-CNV)

Mr. Balaras agreed to submit these to SRC for approval.

AI 7

Mr. Schwedler made the motion and it was seconded

that the revised PLC Reference Manual and Reference Manual Supplement be approved as presented.

MOTION 3 PASSED (UVV-CNV)

Mr. Schwedler thanked his Procedures Subcommittee members, John Harrod, Julia Keen and Ashish Rakheja for their assistance in updating the documents. The PLC MOP and Reference Manual updates are attached to these minutes.

NEW BUSINESS

There was no New Business.

FUTURE MEETING

Mr. Balaras suggested there was no need for the Subcommittee to meet on Friday June 23 at 11:00 am in Long Beach. The full Planning Committee meeting will be from 1:00 – 6:00 pm in Beacon B, Hyatt Regency Hotel and all PLC members, current and incoming, are invited to attend.

Mr. McGinn pointed out new subcommittee assignments were needed for 2017-18. Mr. Bahnfleth will be asked to send the new assignments to Mr. McGinn so he can provide an update to the new Strategic Plan Monitoring subcommittee chair.

AI 8

ADJOURNMENT

Mr. Balaras thanked all PLC members and staff. Ms. Leblanc made the motion and it was seconded and the meeting was adjourned at 10:00 am.

Respectfully submitted,

A handwritten signature in cursive script that reads "Mary Dean Townsend".

Mary Dean Townsend, Secretary

Attachments: Planning Committee Updated MOP
Planning Committee Updated Reference Manual

Distribution: Board of Directors
Planning Committee



**PLANNING COMMITTEE
MANUAL OF PROCEDURES**

Approved by PLC on 06/08/2017

Approved by SRC on MM/DD/YYYY

MANUAL OF PROCEDURES (MOP)
PLANNING COMMITTEE

1 INTRODUCTION

- 1.1 This Manual of Procedures (MOP) details the operating procedures followed in carrying out the general responsibilities of the Planning Committee (PLC) as prescribed in the Rules of the Board (ROB).
- 1.2 The MOP provides a description of some, but not all, of the duties and responsibilities of the PLC chair, members, and staff liaison.

2 RESPONSIBILITIES OF PLC MEMBERS

- 2.1 Provide information to the Board of Directors on strategic planning and related activities.
- 2.2 Review the structure and operations of the Society and prepare recommendations for changes as needed.
- 2.3 Advise all standing bodies, committees and councils, on how they can contribute to the strategic planning process.
- 2.4 Maintain a reference manual for the PLC, containing an operational plan for the committee, which shall contain information on the regular review of the strategic plan and supporting documents, as well as other materials necessary for the efficient conduct of PLC business.
- 2.6 Annual review of the Rules of the Board pertinent to the operation of PLC with recommendations for changes forwarded to Society Rules Committee for review and approval.

3 RESPONSIBILITIES OF THE CHAIR

- 3.1 Preside over meetings of PLC.
- 3.2 Prepare reports for the Board of Directors and PLC as required.
- 3.3 Assign a mentor for each new committee member.
- 3.4 Designate ad-hoc committees and assign planning committee members tasks as needed to discharge PLC duties.
- 3.5 Call additional meetings of PLC as needed to respond to workload.
- 3.6 Develop MBO's for the PLC for the Society year in which they are chair.
- 3.7 Review the reference manual annually.

4 RESPONSIBILITIES OF THE STAFF LIAISON

- 4.1 Maintain all official PLC reports, correspondence, and documentation of PLC actions taken by committee members individually and collectively.
- 4.2 Assist the Chair with preparation of the agendas and supporting documentation for PLC meetings, and provide this information to PLC members prior to the meeting.
- 4.3 Generate and submit meeting minutes to the Chair for approval prior to distribution to the committee within 60 days after committee meetings.
- 4.4 Implement actions approved by PLC.
- 4.5 Assist the committee as necessary in the management of its activities.

5 RESPONSIBILITIES OF ALL PLC MEMBERS

- 5.1 Attend all committee meetings.
- 5.2 Act as a liaison to one or more councils or committees or other bodies as assigned. Interface with appropriate councils or committees as needed.
- 5.3 Keep current on all planning-related documents and rules approved by the Board of Directors or the Membership.
- 5.4 Fully participate in all assigned activities and complete assignments by the designated time.



PLANNING COMMITTEE REFERENCE

MANUAL

Latest Approval Date: June 8, 2017

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I Purpose and Scope of Planning Committee

The role of the Planning Committee (PLC) is to assist the Board of Directors (BOD) and the organization in the development of strategic thinking for the future. The activities required to accomplish this role include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD to adopt as strategic goals on an ongoing basis.

The PLC uses an approved method of soliciting continuous strategic planning from the councils and committees for use in advising the Board of Directors on ideas which may be considered for changes to the strategic goals and directions of the Society. This process implements bottom-up thinking and empowerment of the councils and committees. Included in this section is a graphic presenting the necessary timelines to allow BOD to engage strategic thinking on issues as they arise.

The PLC monitors, on an ongoing basis, councils' and committees' progress in achieving the Strategic Plan goals of the Society. The PLC provides regular reports on findings and recommendations for adjustments to the Strategic Plan. On a regular basis, PLC performs a gap analysis on the Strategic directions and goals of the councils for inclusion in a report to the BOD to facilitate the planning process.

The PLC continuously reviews all facets of Society operation and makes recommendations to the BOD for changes and revisions as appropriate.

II Planning Committee Responsibilities

a. Strategic Planning

- 1) The Planning Committee (PLC) is responsible for ASHRAE's long-range and strategic planning activities on a continuous basis. The PLC role is to monitor the strategic vision of the organization, to suggest long range strategic goals and to assist the Board of Directors (BOD) and the organization to think strategically in planning for the short term and long range future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD for adoption as strategic goals on an ongoing basis. The PLC reports to the BOD.
- 2) When requested by the BOD, the PLC shall facilitate development of a new Strategic Plan.
- 3) Once a Strategic Plan is approved by the BOD, the PLC shall
 - i. Develop methods to communicate the Strategic Plan initiatives and benefits to all Members, with specific effort directed to Chapters, Regions, Committees, and Councils.
 - ii. Oversee Strategic Plan implementation
 - iii. Develop means to measure successful Strategic Plan implementation

- iv. Monitor the activities of Society Councils and Standing committees to determine their progress in achieving the Strategic Plan goals.
 - v. Actively pursue formal liaisons with committees identified as critical for Strategic Plan implementation.
 - vi. Provide a report of findings and recommendations to the BOD at the Winter Meeting of the Society.
 - vii. If an update of the existing strategic plan is requested by the BOD, submit it to the BOD at the appropriate meeting. An example is a “mid-plan” update half way through the Strategic Plan implementation process.
- 4) Develop and implement feedback procedures to convey strategic planning suggestions and desired directional shifts to the BOD.
- 5) Committee Composition: The PLC shall consist of 7 to 12 voting members and should include representation from all councils. The Executive Vice president and a staff director shall be non-voting members of the committee. The PLC voting membership shall include:
 - i. One (1) Society Vice President
 - ii. One (1) Director-at-Large
 - iii. One (1) Director and Regional Chair
 - iv. At least two (2) to seven (7) other members of the Society who are serving or have served as Board members
 - v. One (1) member who is serving on the YEA Committee at the time of appointment. It is recommended that past YEA committee chairs be considered for this position.
 - vi. One member in good standing
- 6) Term of Service: With the exception of the Society Vice President, the Executive Vice President and the staff director, service on this committee is intended to be for a 3-year term. Appointments are made, however, each year by the President-Elect for the administrative year covered by her or his term as president. The Society Vice President shall serve two years contingent on his/her election as a Society Vice President and his/her appointment by the President-Elect.
- 7) Qualifications:
 - i. All members except the member who represents YEA must hold the grade of Member or higher in the Society.
 - ii. All councils should be represented on the voting membership of the committee.
 - iii. Representation from outside North America should be considered
- 8) Helpful qualifications, experience, interests or skills: Strongly preferred qualifications

include demonstrated ability in strategic, forward thinking and a broad understanding of recent past, current and potential issues facing the Society. It is also preferred that several PLC members are able to clearly articulate strategic concepts to help facilitate strategic discussions with the BOD ExCom, during the BOD fall planning session and other interactions with the BOD.

9) Specific Time, Money and Task Commitments:

- i. Attend the ASHRAE Annual (Summer) and Winter conferences.
- ii. Dates of required attendance: The PLC meets on Friday, the day prior to the Annual and Winter conferences, typically from 1:00 PM to 6:00 PM. If a PLC member is assigned to liaise with a council or committee, the member should plan to be present for the appropriate council or committee meetings held during the Annual and Winter conferences as well as to participate in conference calls of the council or committee. Frequently, PLC members elect to attend most of the Annual and Winter conferences to maintain familiarity with current Society issues and become aware of strategic directions the Society may pursue.
- iii. Up to 2 additional meetings may be held at the discretion of the Planning Committee Chair.
- iv. Transportation Costs: Transportation costs are paid by the Society. See ROB
- v. 1.201.027.
- vi. Additional expenses covered by Society: N/A
- vii. Subcommittee work description: There are no on-going PLC subcommittees; however, there are likely to be subcommittees formed per the prerogative of the PLC chair to carry out committee MBOs or for other reasons. It may be determined that these subcommittees will meet during the Annual or Winter conferences.
- viii. Special events to be aware of at the Annual and Winter conferences: Because the PLC is responsible for guiding the BOD through its strategic planning activities, there may be special BOD sessions held during the Annual and Winter conferences that require PLC participation.

10) Requirements between Annual and Winter conferences:

- i. Describe the frequency of conference calls: The PLC holds at least one conference call in the fall and one in the spring following the Annual and Winter conferences. Typically, the PLC will hold two or three calls in the periods between Annual/Winter/Annual conferences. Subcommittees formed to carry out committee MBOs are likely to also hold conference calls, depending on what the subcommittee leads determine is necessary. Committee and subcommittee conference calls are two hours or less on duration.
- ii. List anticipated face-to-face meetings in spring and fall: PLC does not hold regular face-to-face spring or fall meetings; however, if the BOD determines it wishes to hold a special planning session, then PLC members may be required to attend this meeting. Typically, the BOD conducts its annual strategic planning discussions during the fall planning session concurrent with the fall BOD meeting (usually occurring mid-October

to early November). Some PLC members who are not current members of the BOD may be invited to participate in this session.

- iii. Describe individual workload and anticipated time requirements per week (or month): Most of the individual workload is determined by the individual's assignment to support the PLC chair's MBOs. Work is likely to occur in bursts, requiring up to a few hours per week over a short period of time. Once activities supporting an assigned MBO are completed, then the individual's workload is minimal beyond what is necessary to be familiar with committee activities (a few hours here and there). The committee chair workload consistently averages a few hours a month with extra time needed to prepare for special events, such as the fall BOD planning session and the Winter and Annual conferences.
- iv. What other committee activities must a prospective member be aware of: Strategic leadership of the Society is the Board's most important role, and PLC members enjoy the strategic thinking and big-picture perspective when looking forward on the Society's behalf. Members are also able to weigh strategic ideas and make recommendations to determine which is the most appropriate for the Society to pursue, anticipate the steps that must be taken in pursuing the ideas (most importantly, gaining BOD member support for the ideas), facilitate implementation of those steps and evaluate impact when a change has been implemented.

b. Continuous Strategic Planning

Appendix B (of the supplement) details the timelines for continuous strategic planning (CSP) activities and graphically illustrates these timelines. The Planning Committee is responsible for receiving the CSP input from the committees and councils and presenting them to the Board of Directors for consideration at the fall planning meeting. The authority for this activity is under ROB 2.101.008. Each council and standing committee has specific requirements to meet this ROB. The Planning Committee member encourages this planning culture at all levels within the Society.

Appendix C (of the supplement) is the June 26, 2011 Webinar on Continuous Strategic Planning

The information to be provided by Committees and Councils is solicited via an Excel Spreadsheet that has been developed for that purpose. (See Appendix D of the supplement)