



MINUTES

PLANNING COMMITTEE MEETING

CONFERENCE CALL

November 20, 2019

Note: These draft minutes were approved at January 31, 2020 Planning Committee Meeting and are the official record of this meeting.

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November 20, 2019

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PRINCIPAL APPROVED MOTION

Planning Committee Meeting

November 20, 2019

No. – Pg.	Motion
1 – 1	That the Planning Committee minutes from June 21, 2019 be approved.

ACTION ITEMS

Planning Committee Meeting

November 20, 2019

No. – Pg.	Responsibility	Summary of Action	Status
1 - 1	McGinn and McQuade	Continue to work with Marketing Staff to develop a Lessons Learned document that can be posted on Basecamp to assist members during the next strategic planning process.	
2 – 1	Olesen	Review the Implementation Subcommittee’s report for items that need to be carried over by the Monitoring Subcommittee.	
3 – 2	Arnold	Arrange a conference call with Pub and Ed Council leadership to give guidance on creating meaningful MBOs that are in alignment with the new Strategic Plan.	
4 – 2	McGinn, Phoenix and Wentz	Conduct a conference call on December 17, 2019.	



MINUTES
PLANNING COMMITTEE MEETING
November 20, 2019

MEMBERS PRESENT:

Thomas Phoenix, Chair
Tim McGinn, Vice Chair
David Arnold
Michael Cooper
William Klock
Stephanie Kunkel
Thomas Lawrence
Sarah Maston
Bjarne Olesen
Heather Platt Gullledge
Rachel Romero
Timothy Wentz

STAFF PRESENT:

Candace DeVaughn, Manager of Board Services
Chandrias Jacobs, Coordinator of Board Services
Jeff Littleton, Executive Vice President
Claire Neme, Coord., Standing Committee Nominations and Planning
Mark Owen, Director of Publications and Education

CALL TO ORDER

Mr. Phoenix called the meeting to order at 8:04 am.

ASHRAE CODE OF ETHICS

Mr. Phoenix read the ASHRAE Code of Ethics commitment.

APPROVAL OF PLANNING COMMITTEE MINUTES

Mr. Cooper moved and Mr. Lawrence seconded

1. that the Planning Committee minutes from June 21, 2019 be approved.

MOTION 1 PASSED (10:0:1, CNV). Mrs. Gullledge abstained.

REVIEW OF ACTION ITEMS

Action item 1 was reported as ongoing. The decision was made that the document will not be public facing. Instead, it will be saved to the Planning Committee Basecamp. The intent was to capture what worked and what could be improved to assist members during the next strategic planning process. Mr. McGinn and Mr. McQuade will continue to work with Ms. Gupta.

AI - 1

All other action items were reported as complete.

Mr. Olesen will review the Implementation Subcommittee's report for items that need to be carried over by the purview of the Monitoring Subcommittee.

AI - 2

IMPLEMENTATION SUBCOMMITTEE REPORT

Mr. Wentz reported on behalf of the Implementation Subcommittee. He began by thanking the group for all of their hard work. The charge of the subcommittee was to give guidance on implementation of the new Strategic Plan without being too top down. ATTACHMENT A is an interactive document that is color coded by council; it is a gap and overlap analysis of each Strategic Plan initiative.

It was determined that Mr. Cooper would serve as the liaison to Members Council.

Mr. Arnold reported that many committees reporting to Pub and Ed Council are on opposite ends of the spectrum; committees are either shoehorning all MBOs to fit the Strategic Plan initiatives or the MBOs are not aligning with the Strategic Plan at all.

Mr. Arnold will arrange a conference call with Pub and Ed Council leadership to give guidance creating meaningful MBOs that are in alignment with the new Strategic Plan.

AI - 3

Ms. Maston reported that Tech Council is investigating the possibility of having one large meeting area as opposed to lost of small meeting rooms at the Winter and Annual Conferences. The merging of TC rosters is also being investigated.

Mr. Wentz continued that there has been some communication with the Board Streamlining and Lean Assessment Task Group, and while there is nothing to share now, the Subcommittee will continue to monitor and coordinate with the Task Group.

President-Elect Gullede's theme most closely fits with initiatives 1 and 4. It is less clear which initiatives most closely fit Mr. Schwedler's theme at this time.

Mr. Wentz concluded that the Implementation Subcommittee is working towards a very smooth turnover to the Monitoring Subcommittee.

MONITORING SUBCOMMITTEE REPORT

Mr. Olesen reported that the subcommittee must wait until the Implementation Subcommittee has completed its work before truly meaningful work of the subcommittee can begin. To aid in the smooth transition, Mr. Olesen has been participating in the Implementation Subcommittee's conference calls.

The subcommittee plans to provide a report to the full Committee at the Orlando Meeting. Additionally, Mr. McGinn, Mr. Phoenix and Mr. Wentz will conduct a conference a call on December 17.

AI - 4

Mr. McGinn reported that he has been working with Marketing Staff to clean up the dashboard, as well as create a questionnaire to be distributed with membership renewals. The questionnaire will be distributed with May and June membership renewals. Additional committee members will also be copied, as appropriate.

PROCEDURES SUBCOMMITTEE REPORT

Mr. Klock reported that the subcommittee has a conference call planned for early December. The subcommittee plans to discuss and review the current membership requirements of the Committee, as outlined in the ROB.

NEW BUSINESS**RAC STRATEGIC PLAN**

Mr. Olesen reported that RAC is working on its own Strategic Plan. The Planning Committee should be involved. Mr. Olesen volunteered to liaise with RAC and Ms. Maston will assist him.

US ARMY – RESILIENCY

Mr. Olesen has been corresponding with the US Army ERDC regarding resiliency. Mr. Olesen will continue to work with contacts to coordinate this work.

NEXT MEETING

Friday, January 31, 2020 | 1:00 – 6:00pm | Orlando, FL

ADJOURNMENT

The meeting adjourned at 8:57 am.





A handwritten signature in black ink, reading "Thomas H. Phoenix". The signature is fluid and cursive, with the first name being the most prominent.

Thomas H. Phoenix, Planning Committee Chair

ATTACHMENTS:

A. Implementation Subcommittee – Gaps and Overlap Analysis

cd/01/07/2020

Initiatives	Goals	Council MBOs									
1 RESILIENT BUILDINGS AND COMMUNITIES  <p>The cycle of building development, design and construction is moving more rapidly than ever. Key stakeholders in the design and construction process face new challenges of responding to a range of environmental, market and consumer-driven pressures. Increasingly, it is being recognized that "smart" buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, resilience and recovery of buildings and communities.</p>	1a - Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations.	PEC - MBO 3	RBC - MBO 2.1								
		REF - MBO 5	RBC - MBO 2.2								
		EHC - MBO 9	RBC - MBO 2.3								
		RBC - MBO 1.1									
		PEC - MBO 2	REF - MBO 5	EHC - MBO 4							
		STDS - MBO 1.1	EHC - MBO 1	EHC - MBO 9							
		STDS - MBO 1.2	EHC - MBO 2								
		RAC - MBO 2	RBC - MBO 1.1								
		2b - Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies.	RAC - MBO 2	REF - MBO 5	RBC - MBO 1.1						
		3a - Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings.	MC - MBO 1	EHC - MBO 4	RBC - MBO 1.2						
		STDS - MBO 1.1	STDS - MBO 1.2	RAC - MBO 3	TAC - MBO 3	REF - MBO 1	REF - MBO 4	RBC - MBO 1.3	RBC - MBO 2.3	MC - MBO 2	
		PEC - MBO 1	STDS - MBO 2.1	TAC - MBO 1	TAC - MBO 4	REF - MBO 2	RBC - MBO 1.1	RBC - MBO 2.1	RBC - MBO 2.4		
		STDS - MBO 1.1	STDS - MBO 2.2	TAC - MBO 2	TAC - MBO 5	REF - MBO 3	RBC - MBO 1.2	RBC - MBO 2.2	RBC - MBO 3.1		
2 INDOOR ENVIRONMENTAL QUALITY  <p>The indoor environment is increasingly recognized as the leading priority for both environment, with implications extending beyond simple acceptability of indoor conditions to its influence on productivity, learning and health. The indoor environment of the future identifies and optimizes interactions between air quality, thermal comfort, lighting and acoustics, based on a firm understanding of implications for occupants' health and wellness. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating the discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.</p>	1a - Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations.	PEC - MBO 3	RBC - MBO 2.1								
		REF - MBO 5	RBC - MBO 2.2								
		EHC - MBO 9	RBC - MBO 2.3								
		RBC - MBO 1.1									
		1b - Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches.	STDS - MBO 1.1	REF - MBO 5	EHC - MBO 4						
		PEC - MBO 2	EHC - MBO 1	EHC - MBO 9							
		STDS - MBO 1.2	EHC - MBO 2	RBC - MBO 1.1							
		RAC - MBO 2	RBC - MBO 1.1								
		2b - Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies.	RAC - MBO 2	REF - MBO 5	RBC - MBO 1.1						
		3c - Cultivate industry and member philanthropy to extend ASHRAE's impact and reach.	MC - MBO 1	EHC - MBO 4	RBC - MBO 1.2						
		RAC - MBO 4	EHC - MBO 5	RBC - MBO 1.3							
		STDS - MBO 1.1	REF - MBO 2								
		STDS - MBO 1.2	REF - MBO 3								
		RAC - MBO 4	REF - MBO 4								
		REF - MBO 1									
3 ORGANIZATIONAL STREAMLINING  <p>ASHRAE is a large and complex organization with hundreds of technical standards and manager committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences, and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, solutions, and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.</p>	1a - Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations.	PEC - MBO 3	RBC - MBO 2.1								
		REF - MBO 5	RBC - MBO 2.2								
		EHC - MBO 9	RBC - MBO 2.3								
		RBC - MBO 1.1									
		2c - Leverage technology to increase member engagement, awareness and value.	STDS - MBO 2.1	STDS - MBO 2.3	REF - MBO 3						
		3a - Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings.	PEC - MBO 4	STDS - MBO 2.1	TAC - MBO 2	REF - MBO 1	RBC - MBO 1.1	RBC - MBO 2.3			
			STDS - MBO 1.1	STDS - MBO 2.3	TAC - MBO 3	REF - MBO 2	RBC - MBO 1.2	RBC - MBO 2.4			
			STDS - MBO 1.2	RAC - MBO 3	TAC - MBO 4	REF - MBO 3	RBC - MBO 1.3	RBC - MBO 2.1			
			STDS - MBO 2.2	TAC - MBO 1	TAC - MBO 5	REF - MBO 4	RBC - MBO 2.1	MC - MBO 2			
			PEC - MBO 5	RAC - MBO 5	TAC - MBO 5	REF - MBO 4	RBC - MBO 2.2	RBC - MBO 3.1			
		STDS - MBO 2.1	TAC - MBO 1	REF - MBO 1	EHC - MBO 3	RBC - MBO 2.2					
		STDS - MBO 2.2	TAC - MBO 2	REF - MBO 2	EHC - MBO 7	RBC - MBO 2.3					
		STDS - MBO 2.3	TAC - MBO 3	REF - MBO 3	TAC - MBO 8	RBC - MBO 2.4					
		RAC - MBO 1	TAC - MBO 4	EHC - MBO 6	RBC - MBO 2.1	MC - MBO 2					
4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT  <p>ASHRAE must evaluate and develop methods to better engage chapters, regions and the members they serve in an integrated way. A more innovative and proactive strategy for chapter and region oversight will increase visibility and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal components.</p>	2a - Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services	MC - MBO 1									
		RBC - MBO 2.4									
		2b - Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies.	MC - MBO 1	REF - MBO 5	RBC - MBO 1.1						
		RAC - MBO 2	EHC - MBO 4	RBC - MBO 1.3							
		RAC - MBO 4	EHC - MBO 5	RBC - MBO 1.3							
		2c - Leverage technology to increase member engagement, awareness and value.	MC - MBO 1	STDS - MBO 2.3	REF - MBO 3						
		3a - Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings.	STDS - MBO 2.2	RAC - MBO 4							
			STDS - MBO 2.1	STDS - MBO 2.1	RAC - MBO 3	TAC - MBO 3	REF - MBO 1	REF - MBO 4	RBC - MBO 1.3	RBC - MBO 2.3	
			STDS - MBO 1.1	STDS - MBO 2.2	TAC - MBO 1	TAC - MBO 4	REF - MBO 2	RBC - MBO 1.1	RBC - MBO 2.1	RBC - MBO 2.4	
			STDS - MBO 1.2	STDS - MBO 2.3	TAC - MBO 2	TAC - MBO 5	REF - MBO 3	RBC - MBO 1.2	RBC - MBO 2.2	RBC - MBO 3.1	
		MC - MBO 2	RAC - MBO 1	TAC - MBO 3	REF - MBO 2	REF - MBO 4	RBC - MBO 2.2				
		STDS - MBO 2.1	RAC - MBO 5	TAC - MBO 4	REF - MBO 3	EHC - MBO 7	RBC - MBO 2.3				
		STDS - MBO 2.2	TAC - MBO 1	TAC - MBO 5	EHC - MBO 3	EHC - MBO 8	RBC - MBO 2.4				
		STDS - MBO 2.3	TAC - MBO 2	REF - MBO 1	EHC - MBO 6	RBC - MBO 2.1	RBC - MBO 3.1				

Members Council
Pub/Ed Council
Tech Council
Presidential Ad Hoc

Initiative Area: Built Environment Of The Future

1

RESILIENT BUILDINGS AND COMMUNITIES



The cycle of building development, design and construction is moving more rapidly than ever. Key stakeholders in the design and construction process face new challenges of responding to a range of environmental, market and consumer-driven pressures. Increasingly, it is being recognized that "smart" buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges and promote best practices that enable adaptability, resilience and recovery of buildings and communities.

Council MBO	Description	Timeline	Metric	Progress
MC - MBO 1	Maximize Member Value and Engagement within the Scope of Members Council and its Reporting Committees			
MC - MBO 2	Optimize ASHRAE's organizational structure to maximize performance within the scope of Members Council and its reporting committees.			
PEC - MBO 1	Appoint PEC Ad Hoc to address Strategic Business Development for potential new revenue streams			
PEC - MBO 2	Develop strategy for expanding ALL instructor core and establish procedures and criteria for instructor appointment and remuneration.			
PEC - MBO 3	Analyse Certification Program and develop metrics for evaluating potential for new certifications for evaluating potential for new certifications aligned with Strategic Plan initiatives 1 & 2 after surveying members to establish interest and demand.			
REF - MBO 1	Reorganize subcommittee structure within REF			
REF - MBO 2	Appoint a voting Representative and Alternate member to the new MTG.RAC - RAC Plant Assessment Guide			
REF - MBO 3	Take ownership of the new "R" in ASHRAE webpage for further implementation and on-going maintenance. Promote the new REF committee organization and name throughout society; put together the plan for a bi-annual report on refrigeration technology (last year's MBO)			
REF - MBO 4	Update REF MOP and Reference Manual and secure TechC approval on update to REF MOP.			
REF - MBO 5	Work with partnership organizations to identify and implement collaboration opportunities to promote HVAC&R			
RBC - MBO 1.1	Determine residential gaps/needs/obstacles through engagement with priority stakeholders			
RBC - MBO 1.2	Develop value proposition to ASHRAE for participation in industry trade shows/conferences			
RBC - MBO 1.3	Work with GAC to promote ASHRAE standards and publications for residential buildings.			
RBC - MBO 2.1	Identify/coordinate, review, and monitor residential themed research projects.			
RBC - MBO 2.2	Assist with coordination of residential programs and quarterly ASHRAE Journal Residential Applications columns			
RBC - MBO 2.3	Work with Handbook Committee and TCs to create an approach to identify residential content.			
RBC - MBO 2.4	Work with CTTC to coordinate information flow to chapters.			
RBC - MBO 3.1	Establish liaison system with ASHRAE committees with residential interest			
TAC - MBO 1	Develop a Document - Best Practices for Section Heads			
TAC - MBO 2	Establish expectations for notification regarding interim TC/TG/TRG/MTG conference calls so that all interested personnel receive notification of the call.			
TAC - MBO 3	Clarify the process for MTGs to transition to TC, TG, or TRG			
TAC - MBO 4	Revisit the MTG expectations - temporary v permanent			
TAC - MBO 5	Clarify procedures for combining and/or dissolving FG's			
EHC - MBO 1	Review currently published EIB and determine if they need to be retired, reaffirmed, or have a PD created			
EHC - MBO 2	Draft a report to Tech Council summarizing significant events and relevant trends relating to environmental health and the built environment relevant to environmental health			
EHC - MBO 4	Document the interaction plan with IEQ-GA for future IAQ meetings			
EHC - MBO 5	Develop a draft plan to establish a liaison with a medical organization, an architectural organizations that relates to environmental health			
EHC - MBO 9	Complete update to Chapter 10			
STDS - MBO 1.1	Continue to implement recommendations of the Presidential ad hoc Committee report on ASHRAE's Role in the Globalization of Standards			
STDS - MBO 1.2	Formalize methodology that allows PC access to ISO standards.			
STDS - MBO 2.1	Develop tools for PC chairs to assist Std. C in evaluating procedural compliance with respect to conflict duplication and harmonization of ANSI and ASHRAE standards.			
STDS - MBO 2.2	Develop tools for PC chairs to assist Std. C in evaluating if sufficient consideration was afforded unresolved objections and to demonstrate sufficient efforts were made in attempt to resolve unresolved objectors.			
RAC - MBO 2	Complete the development of a new process to fund and oversee projects that produce publications to more efficiency transfer technology developed from ASHRAE research			
RAC - MBO 3	Start up the Research Advisory Panel to develop the next Research Strategic Plan for the society			
RAC - MBO 4	Establish and implement a process to coordinate efforts between RAC and Research Promotion			

Initiative Area: Future of ASHRAE

3 ORGANIZATIONAL STREAMLINING

ASHRAE is a large and complex organization with hundreds of technical standards and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences, and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer, and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

Council MBO	Description	Timeline	Metric	Progress
MC - MBO 1	Maximize Member Value and Engagement within the Scope of Members Council and its Reporting Committees			
MC - MBO 2	Optimize ASHRAE's Organizational Structure to Maximize Performance within the Scope of Members Council and its Reporting Committees			
PEC - MBO 3	Analyse Certification Program and develop metrics for evaluating potential for new certifications for evaluating potential for new certifications aligned with Strategic Plan initiatives 1 & 2 after surveying members to establish interest and demand.			
PEC - MBO 4	Analyse performance of special publications over the past three years and develop criteria for evaluating and approving special publication requests on a business case basis aligned with strategic plan initiative 3.			
PEC - MBO 5	Develop PEC 'Dashboard' showing relevant data pertaining to operations of PEC committees. This aligns with strategic plan initiative 3.			
REF - MBO 1	Reorganize subcommittee structure within REF			
REF - MBO 2	Appoint a voting Representative and Alternate member to the new MTG.RAC - RAC Plant Assessment Guide			
REF - MBO 3	Take ownership of the new "R" in ASHRAE webpage for further implementation and on-going maintenance. Promote the new REF committee organization and name throughout society; put together the plan for a bi-annual report on refrigeration technology (last year's MBO)			
REF - MBO 4	Update REF MOP and Reference Manual and secure TechC approval on update to REF MOP.			
REF - MBO 5	Work with partnership organizations to identify and implement collaboration opportunities to promote HVAC&R			
RBC - MBO 1.1	Determine residential gaps/needs/obstacles through engagement with priority stakeholders			
RBC - MBO 1.2	Develop value proposition to ASHRAE for participation in industry trade shows/conferences			
RBC - MBO 1.3	Work with GAC to promote ASHRAE standards and publications for residential buildings.			
RBC - MBO 2.1	Identify/coordinate, review, and monitor residential themed research projects			
RBC - MBO 2.2	Assist with coordination of residential programs and quarterly ASHRAE Journal Residential Applications columns			
RBC - MBO 2.3	Work with Handbook Committee and TCs to create an approach to identify residential content.			
RBC - MBO 2.4	Work with CTTC to coordinate information flow to chapters.			
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TAC - MBO 3	Clarify the process for MTGs to transition to TC, TG, or TRG			
TAC - MBO 4	Revisit the MTG expectations - temporary v permanent			
TAC - MBO 5	Clarify procedures for combining and/or dissolving FG's			
EHC - MBO 3	Re-name the Research Subcommittee to something more broad that fits the TPS of EHC			
EHC - MBO 6	Recommend a slate of committees within ASHRAE for which there should be an official liaison			
EHC - MBO 7	Reduce in-person sub-committee meeting time for Orlando and re-evaluate for Austin			
EHC - MBO 8	EHC Outreach and Awareness - have a plan in place to follow through			
EHC - MBO 9	Complete update to Chapter 10			
STDS - MBO 1.1	Continue to implement recommendations of the Presidential ad hoc Committee report on ASHRAE's Role in the Globalization of Standards			
STDS - MBO 1.2	Formalize methodology that allows PC access to ISO standards.			
STDS - MBO 2.1	Develop tools for PC chairs to assist Std. C in evaluating procedural compliance with respect to conflict duplication and harmonization of ANSI and ASHRAE standards.			
STDS - MBO 2.2	Develop tools for PC chairs to assist Std. C in evaluating if sufficient consideration was afforded unresolved objections and to demonstrate sufficient efforts were made in attempt to resolve unresolved objectors.			
STDS - MBO 2.3	Develop tools for PC chairs to assist Std. C in evaluating any other procedural items that arise during standards/guidelines development.			
RAC - MBO 1	Develop and institutionalize regular training of Proposal Evaluation Subcommittee (PES) members.			
RAC - MBO 3	Start up the Research Advisory Panel to develop the next Research Strategic Plan for the society			
RAC - MBO 5	Determine requirements and establish a framework for forms and a web-based process that could be used to submit and track research projects start to finish			
Ad Hoc	New Presidential Ad Hoc Formed – Darryl has this week formed Presidential Ad Hoc Committee on Society Streamlining and Lean Assessment. That is of course a core tenant of the new strategic plan, and PLC recommended a Presidential Ad Hoc take on this task. Members are: Robin Bryant (Chair), Costas Balaras, Dennis Knight, Russell Lavitt, Doug Zentz, and Tim McGinn with staff support provided by Vanita Gupta. Other Board groups working now include the Brussels Staff Presence Task Group and the Code/Standard Jurisdictional Support Services Presidential Ad Hoc.			

4

IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT



ASHRAE must evaluate and develop methods to better engage chapters, regions and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal components.

Council MBO	Description	Timeline	Metric	Progress
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MC - MBO 2	Optimize ASHRAE's organizational structure to maximize performance within the scope of Members Council and its reporting committees.			
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REF - MBO 2	Appoint a voting Representative and Alternate member to the new MTG.RAC - RAC Plant Assessment Guide			
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REF - MBO 4	Update REF MOP and Reference Manual and secure TechC approval on update to REF MOP.			
REF - MBO 5	Work with partnership organizations to identify and implement collaboration opportunities to promote HVAC&R			
RBC - MBO 1.1	Determine residential gaps/needs/obstacles through engagement with priority stakeholders			
RBC - MBO 1.2	Develop value proposition to ASHRAE for participation in industry trade shows/conferences			
RBC - MBO 1.3	Work with GAC to promote ASHRAE standards and publications for residential buildings.			
RBC - MBO 2.1	Identify/coordinate, review, and monitor residential themed research projects.			
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TAC - MBO 5	Clarify procedures for combining and/or dissolving FG's			
EHC - MBO 1	Review currently published EIB and determine if they need to be retired, reaffirmed, or have a PD created			
EHC - MBO 3				
EHC - MBO 4	Document the interaction plan with IEQ-GA for future IAQ meetings			
EHC - MBO 5	Develop a draft plan to establish a liaison with a medical organization, an architectural organizations that relates to environmental health			
EHC - MBO 6	Recommend a slate of committees within ASHRAE for which there should be an official liaison			
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RAC - MBO 1	Develop and institutionalize regular training of Proposal Evaluation Subcommittee (PES) members.			
RAC - MBO 2	Complete the development of a new process to fund and oversee projects that produce publications to more efficiency transfer technology developed from ASHRAE research			
RAC - MBO 3	Start up the Research Advisory Panel to develop the next Research Strategic Plan for the society			
RAC - MBO 5	Determine requirements and establish a framework for forms and a web-based process that could be used to submit and track research projects start to finish			