



Shaping Tomorrow's  
Built Environment Today

## **MINUTES**

### **PLANNING COMMITTEE MEETING**

**Wednesday, February 24, 2021  
9:00am – 10:00am**

*note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the April 7, 2021 meeting.*

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February 24, 2021

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**PRINCIPAL MOTIONS**  
Planning Committee Meeting  
February 24, 2021

<b>No. – Pg.</b>	<b>Motion</b>
1-2	<b>The minutes from the January 6, 2021 Planning meeting as presented be approved.</b>

**ACTION ITEMS**  
Planning Committee Meeting  
February 24, 2021

<b>No. – Pg.</b>	<b>Responsibility</b>	<b>Summary</b>	<b>Status</b>
1-2	Monitoring Subcommittee	Work to update the Strategic Plan KPIs based on analysis of available Society data.	
2-3	Ms. Abrams	Share details of the past Membership Survey with the Monitoring Subcommittee.	
3-3	Ms. Maston	Follow-up with the BOD to determine if there was any feedback regarding recommendations from the last presentation of the Post COVID Subcommittee.	

**MINUTES**  
Planning Committee Meeting  
**February 24, 2021**  
**9:00am – 10:00am**

**MEMBERS PRESENT:**

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

**GUESTS PRESENT:**

Tim McGinn

**STAFF PRESENT:**

Mark Owen, Staff Director, Publications & Education  
Joyce Abrams, Staff Director, Member Services  
Kim Mitchell, Staff Director, Development  
Stephanie Reiniche, Staff Director, Technology  
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, February 24, 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. A New Business item titled *Strategic Plan Midterm Pivot* was added.

**APPROVAL OF MINUTES**

Mr. Mohamed moved and Mr. Lawrence seconded that,

**(1) The minutes from the January 6, 2021 Planning meeting as presented be approved.**

**MOTION 1 PASSED (11:00:0 CNV)****REVIEW OF ACTION ITEMS**

Action items 1, 3, and 4 were reported as complete. Action item 2 was reported as ongoing.

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

Mr. Olesen gave an update of the activities of the Monitoring Subcommittee as noted in **ATTACHMENT A**.

The Monitoring Subcommittee is focusing on attempting to establish new KPIs based on society data. KPIs were reviewed for each of the Strategic Plan Initiatives. Desired outcomes for each initiative were addressed and the proposed group responsible for them.

The MBOs for Tech Council were reviewed to determine how they are being distributed and which MBOs the committees of the Council are working on. It was noted that based on the data displayed, no committees of Tech Council have MBOs that are focused on resilience and IEQ. This same analysis will be done for the remaining councils.

Mr. McQuade asked if all MBOs are represented including the MBOs assigned directly to Tech Council in the data analysis provided in the presentation. One of the MBOs of Tech Council addresses resiliency however, this is not listed in the data displayed.

Ms. Reiniche also noted that RAC and TAC have MBOs that include resilience and IEQ.

Mr. Lawrence noted that the data being displayed is based on MBO information received last fall.

Mr. Olesen noted that all MBO data received prior will need to be updated to reflect changes to MBOs up to this point.

Mr. McQuade noted that as a part of the lessons learned from the previous strategic plan, feedback was received from the Councils that money was set aside for the implementation of Strategic plan initiatives and it was never spent. The Planning Committee was purposeful to provide guidelines regarding what should be done along with the desired outcomes. The initiatives of the strategic plan are vehicles to achieve the specified goals and objectives.

Ms. Maston agreed that the desired outcomes are a good starting point to begin the strategic planning conversation. Committees or councils in charge may disagree but the desired outcomes can be tweaked. The management side of the strategic plan is often more focused on. Planning's goal as a committee is to show other groups what's possible and then allow them to form their own path based on the desired outcome. Noted that the Monitoring Subcommittee should be a part of the discussion and not just policing the strategic plan.

Mr. McQuade mentioned that Mr. McGinn led the charge when it came to developing the strategic plan metrics. The metrics or KPIs were focused on measuring the goals and objectives, not specifically the initiatives. Moving forward, Planning should be engaged with the incoming Committee chairs as they develop their MBOs which should take place this spring.

**ACTION ITEM – The Monitoring subcommittee will work to update the Strategic Plan KPIs based on analysis of available Society data.****AI-1**

Mr. Olesen shared that work will begin soon regarding a member satisfaction survey to measure the impact of the strategic plan. Feedback has been received from Ms. Gupta regarding a survey recently sent by the Post COVID subcommittee in an effort to streamline the future survey from Monitoring. The subcommittee is currently working to determine how to increase that rate of respondents for the future member satisfaction

survey. Maybe the survey could be sent by an outside company.

Ms. Platt Gulledge noted that the response rate for the Post COVID survey that was distributed was low as there was a quick turnaround requested for responses.

Mr. Littleton noted that he believed some sort of member satisfaction survey has been done in the past via an outside a company some time ago. Using an outside source was expensive as they were responsible for distributing the survey and analyzing results. Membership trends should be tracked annually. We should be able to do this without using an outside company.

Ms. Abrams confirmed that Mr. Littleton's comments were correct regarding a survey previously being sent. The survey sent had five questions, pop up reminder, and was sent out at the end of April. She noted that participation was extremely low even with all the reminders. Looked at what they could do to receive more robust data. Talked about having a one question survey when someone joins. When discussion came up previously an idea was suggested that the survey could be distributed at the CRCs. Multiple groups are looking to put out surveys. Surveys may have better responses if done at CRCs.

**ACTION ITEM – Ms. Abrams will share details of the past Membership Survey with the Monitoring Subcommittee.**

**AI-2**

#### **Post COVID ASHRAE Subcommittee**

Ms. Platt Gulledge reported on the activities of the subcommittee as noted in **ATTACHMENT B**.

Ms. Maston has been sharing information with the Post COVID subcommittee regarding the work of the Digital Landscape Subcommittee of the Society Transformation ad hoc. Ms. Maston and Mr. Phoenix have agreed to be liaisons from Planning to the ad hoc to keep both groups informed as some of their work overlaps.

As part of their work, the Post COVID subcommittee has also been reviewing how team collaboration has taken place before and during the pandemic. Basecamp and its effectiveness was discussed as there may be a need to research other cloud based services .

Mr. Littleton shared that the push for Basecamp was done by the Communications Committee. It may be helpful to reach out to them first regarding what other tools may be used.

Ms. Maston advised that the Planning Committee should determine what may be needed in a new cloud based system first before suggesting another.

Mr. McGinn shared that basecamp and its current use is being reviewed as a part of the work of the Society Transformation ad hoc. Basecamp is a project management software and may not be the best document/revision collaboration tool.

**ACTION ITEM - Ms. Maston will follow-up with the BOD to determine if there was any feedback regarding recommendations from the last presentation of the Post COVID Subcommittee.**

**AI-3**

#### **STRATEGIC PLANNING TIMELINE/EXCOM FEEDBACK**

Ms. Maston summarized ExCom's feedback regarding a potential future request to extend the current strategic plan by one year. She noted that currently, there is a disconnect between the timing of the RAC Strategic Plan and the Society Strategic Plan. There was no pushback from ExCom in possibly extending the current strategic plan for another year. She shared that ExCom noted that if extended, it needs to be done with a purpose.

Mr. McGinn agreed and suggested that a midcourse correction could be done to include a decarbonization initiative if appropriate.





# The ASHRAE 2019–2024 Strategic Plan Monitoring

**Bjarne W. Olesen, Ph.D.**

**FASHRAE**

**Chair, ASHRAE PLC – Monitoring Subcommittee**



# Monitoring of the Strategic plan 2019-2024

- The PLC monitoring committee will look at two types of parameters to evaluate the effect/progress of the plan:
  1. Monitoring the council's MBOs
  2. Overall KPIs based on analysis of available Society data
  3. Following specific committee MBOs
  4. Desired Outcomes
- **Overall KPIs**
  - The overall KPI that was presented at the last PLC meeting was in most cases too general for evaluating the effect of the individual initiatives or goals.
  - For each initiative some KPI's are suggested
  - Need help from staff to get data back to society year 2014/15



# Monitoring the council's MBOs

## Tech Council

Committee	1 Resilience	2 IEQ	3 Streamlining	4 Chapter Support	Total
Tech Council (as a whole)	3	3	6	2	14
EHC	11	11	3	6	31
RBC	7	1	5	4	17
RAC	0	0	4	3	7
REF-CPCC	0	0	2	4	6
Standards	0	0	8	8	16
TAC	0	0	6	0	6
					0
<b>Total</b>	<b>21</b>	<b>15</b>	<b>34</b>	<b>27</b>	<b>97</b>
<b>% distribution</b>	<b>22</b>	<b>15</b>	<b>35</b>	<b>28</b>	



# Monitoring the council's MBOs

## Tech Council

Potential metric from Tech Council	Initiative related to
Measure number ASHRAE members participating in ASHRAE/ISO activities;	3 and 4 <i>A good point; but impossible to measure. For all ISO meetings there are participants list. But only those ASHRAE members that are representing an ASHRAE/ANSI mirror committee are listed as ASHRAE/ANSI member. I will always be listed as Danish Standard and most other ASHRAE members participating are listed with their national standardization organisation</i>
Measure referenced ASHRAE Standards and Guidelines in ISO standards	3 and 4 <i>References to other standards in ISO is only to other ISO and IEC standards (maybe also to CEN standards); but in the bibliography you can find references to ASHRAE standards</i>
Develop web tool for automated TC reporting (activity forms, etc.)	3 Metric? Like other MBO's the metric is "done"
Establish better, formalized training blocks for TC leadership	3 I do not see what the metric is here. Number of blocks or?



# 1 RESILIENT BUILDINGS AND COMMUNITIES

## KPI's



- **Number of Research proposals**
- **\$-value of accepted Research projects**
  - Data from RAC, keywords: Resilient, resiliency, natural disaster, climate change [Mike Vaughn](#)
- **Number of Society technical programs and DL-talks**
- **Attendance at Society technical programs and DL-talks**
  - Data from CEC, keywords: Resilient, resiliency, natural disaster, climate change [Joyce Abrams](#)
- **Publication sales**
  - Data from PubEd, keywords: Resilient, resiliency, natural disaster, climate change [Mark Owen](#)
- **Number of papers in ASHRAE Journal, HP buildings and STBE journal**
  - Data from PubEd, keywords: Resilient, resiliency, natural disaster, climate change [Mark Owen](#)
- **Times on Web-site**
  - Data from marketing, [Vanita Gupta](#)



# 1 RESILIENT BUILDINGS AND COMMUNITIES

## Desired Outcomes



Establish and maintain partnerships and collaborate on research, standards, guidelines, programs, rating systems and educational materials.

**ExCom ??**



Develop, publish and maintain a Standard, accompanying Design Guide(s) and design tools, educational programs and materials.

**Standard Com ??**



Benchmark and track membership awareness of resilience practices and set targets for improved awareness over the next 5 years.

**Membership survey, WEB-site**



# 2 INDOOR ENVIRONMENTAL QUALITY

## KPI's



- **Number of Research proposals**
- **\$-value of accepted Research projects**
  - Data from RAC, keywords: indoor environment, health, wellbeing, IAQ, thermal comfort, acoustic, lighting, ????, Mike Vaughn
- **Number of Society technical programs and DL-talks**
- **Attendance at Society technical programs and DL-talks**
  - Data from CEC, keywords: keywords: indoor environment, health, wellbeing, thermal comfort, IAQ, acoustic, lighting, ????, Joyce Abrams
- **Publication sales**
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- **Times on Web-site**
  - Data from marketing, Vanita Gupta



# 2 INDOOR ENVIRONMENTAL QUALITY

## Desired Outcomes



Add to body of scientific knowledge and develop practical methods for estimating the economic value of improvements in IEQ **Environmental Health C. ??**



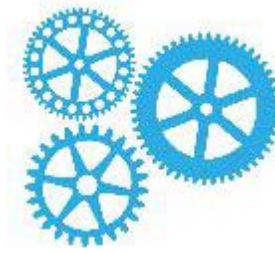
Develop a standard that addresses air quality, thermal environment, light, sound, and vibration in an integrated way **Standard Com ??**



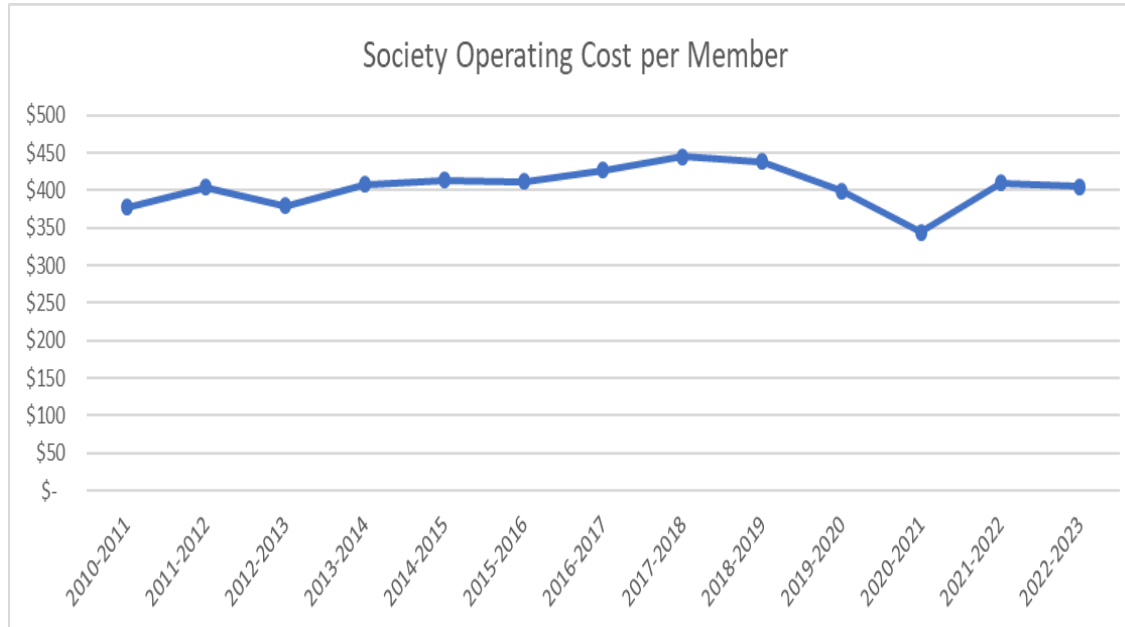
Establish partnerships to advance IEQ research, technology, and policy. Promote communication among researchers, practitioners, and policymakers through conferences, publications, and marketing efforts **ExCom ??**

# 3. ORGANIZATIONAL STREAMLINING

## KPI's



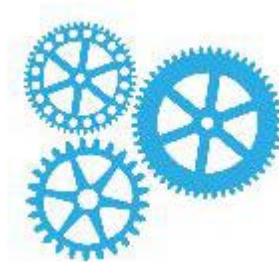
- Decrease and hold Annual operating cost per member at 2013/2014 levels





# 3 ORGANIZATIONAL STREAMLINING

## Desired Outcomes



Evaluate the staff/volunteer support structure to optimize volunteer engagement, efficiency and effectiveness of the Society with less cost, reduced time to market, and advancement in market responsiveness

**Members Council ??**



Redesign leadership/governance structure to support increased operational efficiency and effectiveness of the organization

**Members Council ??**



Establish targeted streamlining for Committee operational effectiveness

**Council s??**



Increase efficiency of Winter and Summer meetings by reducing volunteer time, staff time, and financial expenditures

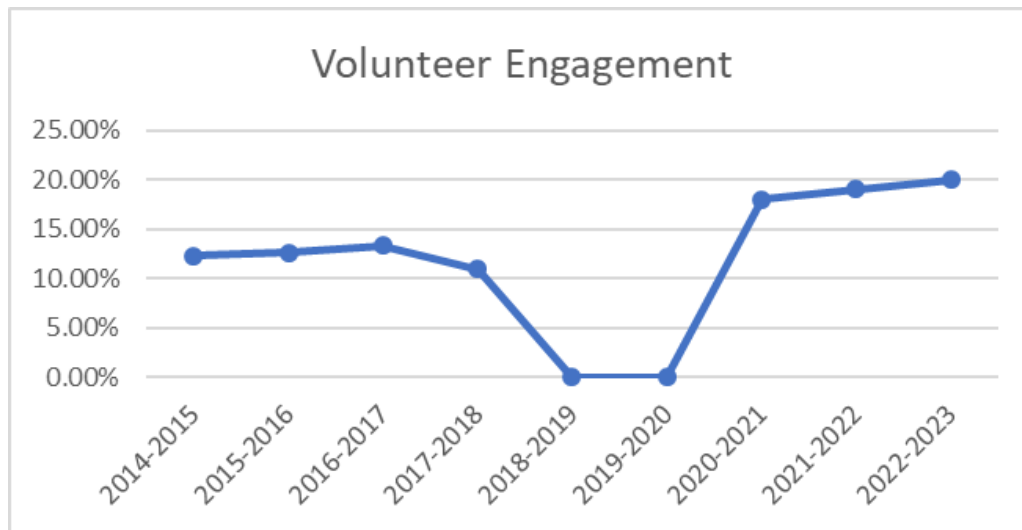
**CEC ??**

# 4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT KPI's



## GOAL 2

Maximize Member Value and Engagement



This graphic gives the percentage of the total membership that is active volunteers. It is unclear how the number of volunteers is calculated? [Joyce Abrams](#)

# 4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT

## KPI's



- **Number of participants in chapter meetings?**
  - Do member council or regions have these data, Joyce Abrams
- **Number of members of TC's and SPC's.**
  - Data from Tech Council, Stephanie Reiniche
- **Number of participants at annual and semiannual meetings**
  - Data from CEC, Joyce Abrams

# 4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT

## Desired Outcomes



### Members Council



Develop and adopt a standardized Society-wide system for collecting, recording and benchmarking Chapter-level data and performance metrics



Develop and standardize program guidelines, training, and associated resources based on best practices for all ASHRAE Chapters



Improve methods to “coach” new officers/chairs in each chapter on the duties of their position/role and how best to accomplish them



Expand the Distinguished Lecturer program and redevelop the Short Course business model to increase Chapter access and use



Develop methods for promoting the value and benefits of employee participation in ASHRAE to employers to encourage sponsorship and support

# Metrics – Measuring Success

Readily available data will be used to create metrics to measure the progress and success of the Plan

- Decrease average time to inception to market for publications to under 4 years
- Increase research spending per member by 10%
- Increase Annual Publications & Education Sales per member by 7%
- Track ASHRAE's presence and use on the Web



# Metrics – Measuring Success

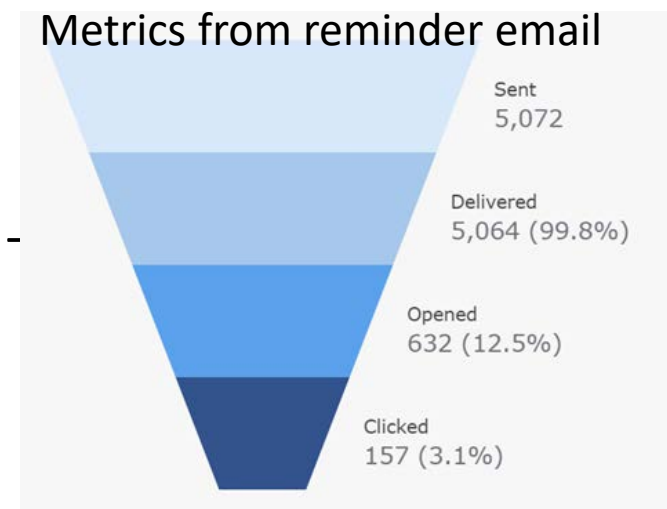
Readily available data will be used to create metrics to measure the progress and success of the Plan

- **Member satisfaction survey results**
- Increase percentage of member volunteers from 15% to 20%
- Improve member retention rate from 85% to 87%
- Decrease and hold Annual operating cost per member at 2013/2014 levels



# Member Satisfaction Survey

- PLC Survey Fall 2020
  - Not a member satisfaction survey
  - Limited distribution
  - Focus on pros-cons virtual meetings
  - 7,583 emails went out to 5 group categories
  - 455 or 6% first response rate with the following breakout:
    - Questionnaire for Board of Directors and Others – 65
    - Questionnaire for ASHRAE Society Committees (Councils, TCs, Standards) – 141
    - Questionnaire for Regional & Chapters Committees (DRC, RVC, Regional committees, Chapter Officers) – 93
    - Questionnaire for Virtual Conference Recurring Attendees – 101
    - Questionnaire for Virtual Conference First Time Attendees – 55



# Member Satisfaction Survey

- Survey to individual members
- Should be repeated to measure progress. How often?
- Look for questions and result from previous survey ?
- How to increase number of respondents
  - Make a draw with awards (ASHRAE goody back)
- Should we hire an outside company?







# Questions?



## Post-COVID Subcommittee Report

February 24, 2021 Meeting

The subcommittee has worked incredibly hard meeting weekly since before the Holidays. I would like to thank you all for your dedication and effort.

- Blake,
- Vanessa,
- Mark,
- Dr. Alaa, and
- Trent
- Also assisting was Chandrias, Sarah, and Bill.

We completed a PowerPoint overview of our work which was submitted to the board with the planning committee's work. Due to the tight schedule of the board, we did not present.

The report covered:

- Survey of the membership participation in the 1<sup>st</sup> Virtual Conference – Completed
- COVID Impact on our industry – Surveyed 12 organizations, not all returned information but we did receive good information from many of these
- We found 5 consistent themes.
  - 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 (details of how/where are still TBD)
- Our next steps cover:
  - How do we implement the successes recognized of ETF?
    - How do we Monetize the efforts of the ETF?
    - How do we replicate the ETF's Speed to Market?
  - How do we utilize Virtual Successes to keep the next generation of members engaged?

Sarah has been sharing information with us from the Transformation Presidential AdHoc, and had a conversation with Tom Phoenix, who is the chair of the Digital Landscape Subcommittee. Dr. Alaa had offered to be a liaison between the committees. Both Sarah and Tom have accepted this offer.

- We have been asked to put some context to the survey's we have completed with a summary of the data. (On my to do list)

We will be starting up our work again estimated in March to continue our committee work. Will get that notice out this week for available time slots.