



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE WEB MEETING

Wednesday, March 29, 2017
10:00 am – 12:00 pm 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	Schedule meeting after Vegas to discuss initiative 1B-form MTG to develop the research project and create list of consulting engineering firms for BOD to visit. (this will be administered through Members Council-BOD will not visit firms but chapters will be engaged).	<u>ongoing</u>
2 - 4	Harrod/Ramspeck	Initiative 3C-Performance Based Standards; rewrite initiative. Standards has not begun work on this rewrite yet.	<u>ongoing</u>
3 - 4	McGinn/Gupta	Dashboard-provide comments on metrics to quantify impact Assessment. (consider postponing this item until next sy)	<u>ongoing</u>
4 - 4	McGinn	Identify the elements included in the 13.1% increase in volunteer participation.	<u>ongoing</u>
5 - 4	Balaras	Request from Society to determine an appropriate process for Rolling out the SP update to councils and committees	<u>ongoing</u>
6 - 4	Harrod/Vaughn	TC ad hoc report should be reviewed and tasks assigned	<u>ongoing</u>
7 - 4	SubC Chairs	Organize your work and let Mr. Balaras know if anything is needed in order to meet the deadline of April 15.	<u>ongoing</u>
8 - 4	Schwedler/Townsend	Circulate proposed revisions of PLC MOP & Reference Manual	_____
9 - 4	Gupta	Work with Marketing team to differentiate the changes to the SP from previous documents.	_____
10 - 6	SubC/Littleton	Work with the subcommittee to review how we could save money on initiative 4D.	_____
11 - 7	Littleton	Work with Craig Wright to provide the current year forecast, the budget for the next three years and will add the costs of the SP midterm update to get an idea of what is needed. This will be sent to Mr. Balaras by April 3.	_____
12 - 7	Balaras/Vallort /Comstock	Revise the initiatives spreadsheet to meet current and forecasted budget needs.	_____
13 - 7	McGinn	Send Mr. Balaras a progress report on what has been achieved over the last three years by the SP implementation to be considered as information for the membership.	_____
14 - 7	Balaras/Neme	Doodle poll to schedule the next PLC web meeting prior to Long Beach.	_____
15 - 7	Gray	Assign a subcommittee member to lead the scheduled 11:00 am subcommittee meeting on Friday in Long Beach.	_____

MINUTES

**PLANNING COMMITTEE WEB MEETING
March 29, 2017**

MEMBERS PRESENT: Costas A. Balaras, Chair
James K. Vallort, Vice Chair
Dimitris Charalambopoulos
John L. Harrod
Karine Leblanc
Tim J. McGinn
Mick C. A. Schwedler (at very end of call)
Hassan A. Sultan
Ginger Scoggins, CO
Jeff H. Littleton, Executive VP
Steve Comstock, Staff Director

MEMBERS ABSENT: Chris M. Gray
Julia A. Keen
Sarah Poursharafeddin
Ashish Rakheja
William P. Bahnfleth, Consultant
Narayanan S. Chandrasekar, Consultant
Jennifer Isenbeck, Consultant
Kenneth R. Goodman, Consultant

STAFF PRESENT: Joyce Abrams
Vanita Gupta
Kim Mitchell
Claire Ramspeck
Joslyn Ratcliff
Mary Townsend
Claire Neme

CALL TO ORDER / OPENING COMMENTS

Chair Costas Balaras called the meeting to order at 10:01 am. Mr. Balaras noted that the purpose of this meeting is to review the draft mid-term update of the strategic plan.

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 last two meetings on January 27, 2017 and February 7, 2017. Both sets of minutes were approved by consent agenda.

ANNOUNCEMENTS:

Mr. Balaras announced that President-Elect Olesen assigned six directors to liaison with Planning Committee. More assignments may be made in the future.

The Finance Committee meeting is scheduled for April 17. A first draft of relevant budget items that are being considered for the Strategic Plan update have been submitted as place holders in order to facilitate their work on the next Society Year budget. This will be further discussed later in the agenda. The Board will have a meeting with Finance Committee on May 1 and a mid-term update will be provided to Finance Committee and the Board for their consideration.

OLD BUSINESS**Action Items Update – January 27, 2017**

3-5	Harrod/Vaughn	Schedule meeting after Vegas to discuss initiative 1B-form MTG to develop the research project and create list of consulting engineering firms for BOD to visit. (this will be administered through Members Council-BOD will not visit firms but chapters will be engaged)- Ongoing	AI 1
4-6	Harrod/Ramspeck	Initiative 3C-Performance Based Standards; rewrite initiative. Standards has not begun work on this rewrite yet.- Ongoing.	AI 2
6-6	Gupta/Marketing	Dashboard-provide comments on metrics to quantify impact Assessment. Ongoing.	AI 3
9 – 7	McGinn	Identify the elements included in the 13.1% increase in volunteer Participation. Ongoing	AI 4

Action Items Update – February 7, 2017

1 – 5	Balaras	Request from Society to determine an appropriate process for Rolling out the SP update to councils and committees.-Ongoing	AI 5
3 – 5	Harrod/Vaughn	TC ad hoc report should be reviewed and tasks assigned.-Ongoing	AI 6
8 – 6	SubC Chairs	Organize your work and let Mr. Balaras know is anything is needed In order to meet the deadline of April 15. Ongoing.	AI 7

Mr. Balaras noted that the revised Planning Committee MOP and Reference Manual are ready and will be distributed before the Long Beach meeting.

AI 8

SUBCOMMITTEE REPORTS**(Tim McGinn)-SP Monitoring Subcommittee Midterm Update:**

Mr. McGinn reported that only one of the three SP documents needs to be updated that is the Tool Kit. Mr. McGinn thanked Mr. Harrod for his comments on the tool kit and he asked the committee for any further input. He added that Mrs. Gupta will work with her team to differentiate the changes to the SP from previous documents. A link will be added to the original initiatives from the revised initiatives.

AI 9

Highlights of Updated and Original Initiatives

Initiative 1 – Market Prioritization:

Updated Initiative 1A	Drive Employer Support. Timeframe: 1 visit per chapter in 2017-18 and 2018-19 Society years; Cost: \$35k annually for collateral materials. Staff: Joyce Abrams. Responsible Party: Members Council
Original Initiative 1A	Drive Employer Support. Timeframe: 20 visits in 2014-15 Society year. Cost: \$35k annually for travel and collateral materials. Staff: Joyce Abrams. Responsible Party: ExCom.
Updated Initiative 1B	Measuring and Broadcasting ASHRAE Impact. Time Frame: 2 years; Cost: \$150k from Research Fund; \$35k to support MTG. Staff: Mike Vaughn. Responsible Party: RAC/IAS.T.MTG
Original Initiative 1B	Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach. Time Frame: 4 years; Cost: \$150k from Research Fund; \$35k annually; Staff: Mike Vaughn; Responsible Party: RAC/Presidential Ad Hoc.
Initiative 1C	Grow ASHRAE Influence at Universities. Time Frame: 3 years; Updated cost: \$30k across five Society years (not three years). Staff: Steve Comstock; Responsible Party: PEC/Members Council collaboration.
Initiative 1D	ASHRAE.org Redesign and Brand-oriented Marketing Approach. Time Frame: 2017-18 Society year; Cost: \$250k + \$1,500/month ongoing maintenance. Staff: Vanita Gupta, Joslyn Ratcliff. Responsible Party: Marketing and ASHRAE Website Redesign Working Group; ExCom.
Initiative 2A	Volunteer Time Management. Time Frame: 2014-15 Society year. Cost: \$20k committee travel. Staff: Jeff Littleton; Responsible Party: Presidential Ad Hoc.
Initiative 2B	TC Re-organization. Time Frame: 2014-15 Society Year for assessment; two years for implementation. Cost: \$15k for committee travel. Staff: Mike Vaughn; Updated Responsible Party: TAC (not Presidential Ad Hoc)
Initiative 2C	Consolidation, Partnerships and Joint Ventures. Time Frame: As opportunities arise over next 4 years. Cost: \$100k over 4 years; Staff: Jeff Littleton; Responsible Party: ExCom
Initiative 3	Applied Product Development
Initiative 3A	Develop software tools and mobile apps focused on professional applications. Time Frame: 4 years for multiple programs; Cost: \$25k in year one; \$15k in following years. Staff: Steve Comstock; Responsible Party: PEC
Updated Initiative 3B	Owner/Operator Focus Groups. Time Frame: 2 years; Cost: \$25k in 2017-18 for travel, facilities; \$90k for course development. Staff: Steve Comstock; Responsible Party: MTG for Effective Building Operations
Original Initiative 3B	Owner/Operator Focus Groups, Products and Services. Time Frame: 2014-15 Society year; Cost: \$25k during 2014-15 for travel, facilities; \$90k for course development. Staff: Steve Comstock. Responsible Party: Members Council/PEC
Initiative 3C	Performance Based Standards. Time Frame: 1 year; Cost: \$10k for transportation; Staff: Stephanie Reiniche; Responsible Party: Tech Council.
Initiative 3D	Develop a technical course program that can be distributed through ASHRAE chapters. Time Frame: 4 years for multiple programs; Updated Cost: \$175k for

	development. Staff: Joyce Abrams; Responsible Party: PEC/ Tech Council/ Members Council
Initiative 4	ASHRAE's Role in the Global community Update: Initiatives 4A and 4B have been completed and represent the first actions under Initiative 4. Expanded Initiatives 4C-4F represent new initiatives stemming from the conclusions of 4A and 4B and represent ASHRAE's next steps in advancing the Global Strategy.
Initiative 4A COMPLETE	Global membership assessment and development of Global Strategy
Initiative 4B COMPLETE	Global Study with a consultant to evaluate ASHRAE's opportunities
Initiative 4C (ongoing)	Global Training. Time Frame: 2016-17 Society year for two pilot markets; continue for multiple years. Cost: funded through PLC 2016-17 budget (\$200k) projected to be self funding after first year. Staff: Steve Comstock; Responsible Party: PEC.
Initiative 4D	Regional Offices and Technical Oversight Committee. Target Enterprise involvement. Time Frame: 2017-18 Society year with anticipated pilot renewals for two additional years. Cost: Local office: \$250k per year per office. Technical oversight committees \$40k per year for mature market and \$40k per year for emerging market; Targeted Enterprise involvement: \$10k per year. Staff: Jeff Littleton; Responsible Party: Members Council.
Initiative 4E	Organization of Global Chapters and Drive Partnerships. Time Frame: 2017-18 Society year. Cost: Volunteer time: \$30k for travel associated with investigation; implementation budget TBD. Staff: Jeff Littleton, Joyce Abrams. Responsible Party: Members Council, ExCom.
Initiative 5	ASHRAE's Role in the Residential Sector
Initiative 5A	Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment. Time Frame: 2014-15 Society year. Cost: \$10k per year to attend partner meetings; \$100k for training and education programs. Research budget TBD. Staff: Steve Comstock; Responsible Party: Tech Council/Residential Building Committee.

Mr. Balaras thanked Mr. McGinn for the excellent update. He pointed out that an updated budget will need to be sent to Finance Committee to support the initiatives. Prioritizing them will be necessary based on Ms. Scoggins suggestion that it would be difficult for the Board to approve the proposed \$2.7 million. She asked how much of the current budget has been spent to date. Mr. McGinn pointed out that unfortunately it has not been possible for PLC to track how much has already been spent due to the ongoing Society's budget/expense monitoring processes. Mr. Comstock suggested to work with Craig Wright on the initiatives cost spreadsheet to determine what has already been spent and what is left. Mr. Comstock pointed out that if the funds are not spent in this society year, they will be reallocated to some other purpose.

Mr. Littleton reminded the group that the \$200k for Global Training (4C) should be spent wisely this year or possibly carried over into the next Society year. He added that Finance must break even on a rolling three year average expenditure. This will limit how much can be spent in one fiscal year. He pointed out the \$1.1 million allocated to initiative 4D is very aggressive and we may have other less expensive options we could consider for the two regional offices, such as using a local association management firm or contract help. He volunteered to work with the subcommittee to review how we could save

money on this initiative. He felt the update report should go to the Board for their consideration. If the Board thinks it is too much to spend in two years, PLC could recommend prioritizing the initiatives.

Mr. Balaras added that PLC has progressively prioritized the various new sub-initiatives and this is reflected in the numerical order that they are presented.

Mr. Balaras asked Mr. Littleton if the only issue with the mid-term update is the high costs involved; and whether the initiatives themselves were on the right track.

Mr. McGinn suggested paring down costs by \$25% or 50% by adapting the nature of the initiatives or eliminating and or delaying some of them. He asked if at this point, another PLC member could take over this project. Mr Balaras agreed that PLC leadership will assist.

Mr. Littleton offered to work with Craig Wright to provide the current year forecast; the budget for the next three years and add the costs of the SP midterm update to get an idea of what is needed. He promised to have this complete by next Monday. Mr. Balaras asked Mr. Vallort to assist with this process using Mr. Littleton's input and collaborate with staff to prepare alternative scenarios.

AI 11

AI 12

Mr. McGinn reported that of the outcomes and measures reflected in the dashboard, only two are easily measurable. The others are not. He suggested we use this as a lesson learned for the next SP to be sure we use only those metrics that are actually measurable.

Mr. McGinn will send Mr. Balaras a progress report to be considered as information for the membership on what has been achieved over the last three years by the SP implementation.

AI 13

NEXT MEETING

Mr. Balaras announced that there will be a PLC web-meeting prior to Long Beach; staff will circulate a Doodle poll to schedule it. In Long-Beach, a room will be reserved for sub-committee meetings on Friday at 11:00am. Mr. Gray will have to assign someone to lead his subcommittee meeting since he will be unable to make the meeting on time. Mr. Schwedler and Mr. McGinn have agreed to attend.

AI14

AI 15

ADJOURNMENT

Mr. Balaras thanked all PLC members and staff. Mr. Schwedler made the motion and it was seconded and the meeting was adjourned at 11:41 am.

Respectfully submitted,



Mary Dean Townsend, Secretary

Distribution: Board of Directors
Planning Committee