



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

ASHRAE Annual Meeting
Friday June 22
1:00 pm – 6:00 pm
Houston, TX

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 ITEMSPlanning Committee Meeting
June 22, 2018

<u>No. - Pg.</u>	<u>Responsibility</u>	<u>Summary of Action</u>	<u>Status</u>
1 - 5	Knight	Work with liaisons to encourage them to spend the funds allocated for their portion of the SP.	<u>ongoing</u>
2 - 6	Staff	Make ExO presentation available to chapters.	—

MINUTES

PLANNING COMMITTEE MEETING
June 22, 2018
1:00 – 6:00 pm
Hilton of the Americas – Houston TX

MEMBERS PRESENT: William P. Bahnfleth, Chair
Thomas H. Phoenix, Vice Chair
Michael Cooper
Jennifer Isenbeck
Dennis Knight
Karine Leblanc
Sarah Maston
Bill McQuade
Sarah Poursharafeddin
Ashish Rakheja
Hassan Sultan
Tim Wentz
Mark Modera, Consultant
Mick Schwedler, CO
George W. Austin, NVM
Costas Balaras, NVM
Marites Calad, NVM
Tim McGinn, NVM
Dan Rogers, NVM
Jeff H. Littleton, Executive VP
Steve Comstock, Staff Director
Vanita Gupta, Staff Director
Mary Townsend, Staff Liaison
Claire Neme

MEMBERS ABSENT: Stefano Corgnati, Cons

GUESTS PRESENT: Van Baxter
Erich Binder
Darryl Boyce
Don Brandt
Kelseagh Budris, McKinley Advisors
Dimitris Charalambopoulos
Jeff Clarke
Doug Cochrane
Ahmed Alaa Eldin
Douglas Fick
Art Giesler
Pat Graef
Chuck Gullede
Katherine Hammack
Robert Hangen
Weston Hockaday
Richard Humphrey
Trent Hunt
Roger Jones
Julia Keen
Essam Khalil
Abhishek Khurane

Bill Klock
 Ng Yong Kong
 Russell Lavitt
 Tom Lawrence
 Dunstan Macauley
 Larry Markel
 Farooq Mehboob
 Richie Mittal
 Dan Pettway
 Christopher Phelan
 Thiago Portes
 Rachel Romero
 Ginger Scoggins
 Chandra Sekhar
 Ben Skelton
 Mackenzie Switer
 Jon Symko
 Samir Traboulsi
 Edward Tsui
 David Underwood
 Bill Walter
 Keith Yelton

STAFF PRESENT:

Joyce Abrams
 Steve Comstock
 Kim Mitchell
 Mark Owen
 Joslyn Ratcliff
 Stephanie Reiniche
 Craig Wright
 Alice Yates

CALL TO ORDER / OPENING COMMENTS

Chair Bill Bahnfleth called the meeting to order at 1:15 pm and welcomed all in attendance. He updated everyone on the progress of the Planning Committee work to date and congratulated members for the results achieved so far. He recognized outgoing members Sarah Poursharafeddin and Stefano Corgnati and welcomed incoming members Bjarne Olesen, Rachel Romero and Emilia Targonska.

Code of Ethics: Mr. Bahnfleth read an excerpt from the ASHRAE code of ethics and stressed the importance of our commitment to operating under this code during all ASHRAE meetings.

Self introductions were made.

REVIEW OF AGENDA

It was requested to add "Review of the Agenda" to the agenda topics.

APPROVAL OF MINUTES

Mr. Bahnfleth called for approval of Planning Committee Minutes from the January 19, 2018 meeting. Mr. Phoenix made the motion and it was seconded

MOTION 1:

to approve the Planning Committee minutes from the January 19, 2018 meeting as presented.

MOTION 1 PASSED (11-0-0-CNV)

ACTION ITEM UPDATE

3 - 5	Knight	Work with liaisons to encourage them to spend the funds allocated for their portion of the SP.	<u>ongoing</u>
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AI 1

SUBCOMMITTEE REPORTS**SP Tracking Subcommittee**

Dennis Knight gave the status report of the SP Tracking subcommittee.

SP Development Subcommittee (SPDS)

Mr. McQuade summarized the work of the SP development Subcommittee:

- Process began in January, will carry through to November 2018
- Work to date has been reviewed
- McKinley has surveyed members
- SP session was held in March
- Development Subcommittee met and drafted the strategic map
- Envisioned the future; will be presented to the Board
- Pending feedback from Board during 6/22 meeting, Subcommittee will refine the plan.

PLC Document Review:

Mr. Wentz reviewed documents from the SP; Society Rules Committee reviewed the suggested changes to ROB 1.130.

Mr. Wentz made the motion and it was seconded

MOTION 2: that the changes to ROB 1.130 be approved as presented

MOTION PASSED (11-0-0 CNV)

Mr. Schwedler reported that the ExO power point was updated and is available. It was suggested that it also be made available to chapters. Staff took an action item to do this.

AI 2

ORIENTATION FOR 2018-19 PLANNING COMMITTEE MEMBERS

The orientation for PLC members will be held in October in Atlanta. It will be lead by Bill Bahnfleth, Bill McQuade and Dennis Knight. More information will follow soon.

OPEN DISCUSSION – Role of the Planning Committee in addition to SP Development and Monitoring

Mr. McQuade suggested better background is needed on initiatives. Metrics were an issue last time the plan was developed. We need Mr. Knight and Mr. Balaras to assist with this.

Ms. Leblanc asked if AASA rule should be reviewed invite VIPs to meet with us to review.

Mr. Knight added we should look at history; forecasting should not be for more than five years; then review the plan and identify which items are complete; adjust the plan based on what is happening in the industry today dealing with product innovation and determine if targets are achievable.

Mr. McGinn suggested Planning Committee might be better to take over some initiatives (no skin in the game)

Mr. McQuade we should develop a process to ensure PLC gets briefings from GAC, RAC, Technology Council to keep current on any changes that are happening.

2019 STRATEGIC PLAN DEVELOPMENT STATUS/DISCUSSION

INITIAL REACTIONS

- Positive reactions to the concision and clarity of strategy map; “Excellent high-level synopsis.”
- Questions around how the plan should be packaged and publicized – to be a focus for 2019, but strategy map will be primary externally facing document.
- Concerns about the mission statement; observation that nothing appears to have changed since March. Impression that there has been reluctance to touch this statement. Certain fundamental elements of the statement must be refreshed.
- Suggested new mission statement came from a subgroup within the Subcommittee. Not a proposal from the Committee. This content hasn’t been lost, nor has it been agreed upon.
- The intent of the assignment is not to rewrite the mission statement, but explore how ASHRAE could expand its scope to better address the goals.

ACTION:

To revisit mission statement during refinement phase, taking subgroup suggestion into account (“To serve the well-being of humanity by advancing the arts and sciences of HVAC&R through a holistic approach in the built environment for a sustainable world.”); It was suggested to appoint a committee to refine the mission.

- Need for better alignment with strategic planning process and development of presidential theme; possibly Planning Committee can work with president-elect on PEAC and TRAK.
- Imbed an officer from PLC on PEAC.
- Modifications to the plan can be added based on the next theme before it is finalized.
- Need better monitoring, follow-up and reporting on the progress of the current plan.
- The earlier plan was not efficiently monitored and had issues with metrics.
- Initiatives were vague; did not allow committees to begin work right away.
- Goal for this plan is to be clear about what it is asking for.
- Recognition that there are certain things that can’t be assigned a number (ex: return on mission).
- Consultant may provide insight on successful monitoring practices of other organizations.
- Develop a process/specific feedback for plan performance; could be in the form of a liaison.
- Develop emerging issue groups.
- More involved oversight/advancement of select initiatives by Planning Committee.
- Select goals in the plan could benefit from an in-depth study to provide the needed context to advance; PLC could take this on before transferring.
- Be proactive rather than reactive; keep emerging trends ahead of us; producing report might be the best way to get this done.
- Engage full PLC to take part in plan refinement process.
- Vision/mission will be revisited soon, current language is a placeholder. Have done some work on what this should look like and how it needs to synchronize with the full plan.
- Numbering of goals is arbitrary; included for readability.
- Overall satisfaction with strategy map content; group felt it captures strategic discussions in a concise format without any gaps.

INITIATIVES DISCUSSION

- Development of initiatives involved extensive small group work within the Subcommittee, facilitated by McKinley over the course of three months.
- Budget/timing notes are largely placeholders; to be refined further.
- Next step in initiatives refinement will be to consult subject matter experts within ASHRAE community to ensure all the right elements are captured; assign budget/timeline projections.

- Recognize that there is a lot going on within the organization. Will need a philosophy around how we balance investment in the new things vs. the things that we are already doing that is going well; e.g. prioritization.
- There is a need to make initiatives more concise and digestible for broader membership.
- Suggested restructuring initiatives into three organizing principles: value to membership, value to sponsors, value to society.

Goal 1 – Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment

- ***Resilient Buildings and Communities***
 - Involve other stakeholder organizations in this work (AIA, USGBC, and others), leverage research that is currently being done to ensure that we aren't creating duplicity. Suggested addition: "...industry experts and other trade/professional associations."
 - Phrasing of this initiative seems to replicate the current speed of ASHRAE; needs to be more ambitious/accelerated.
 - Climate change is missing from this initiative, must differentiate from "natural disaster." Not sufficient to cover implicitly through "adaptability."
 - Agreement in need to adapt design standards for climate change. This current version seems too subtle with regard to climate change.
 - Read this as building ASHRAE's knowledge with how to react to these changes, but not that we are being proactive. Focused too much on reactions to results of events, not being able to evolve and change with our environment. Need to better articulate the intent here.
 - Need more clarity around how ASHRAE will become the leader in training engineers within our environment and HVAC.
 - ASHRAE needs to be resilient to change in addition to being resilient to events. Consider language to support the word "adaptability" to make sure it is clear that resilience and adaptability include being resilient/adaptable to change such as technology, business models, policy and other non-single event changes.
- ***Smart Buildings and Communities***
 - United Nations recently devised 17 sustainability development goals (SDGs), with similar language to this initiative. Is there an opportunity to align work streams with what is already occurring within/among other worldwide entities?
 - All of these read as if we are starting from scratch. Need to better recognize/articulate what our existing knowledge base is.
- ***Residential Buildings***
 - Seems more tactical than strategic; already are pursuing a number of the tactics included. Understand wanting to have more impact on residential buildings, but is this a strategic initiative or a tactical plan initiative?
 - Essence is expanding to look more outside the American market.
 - PLC to consider whether this is strategic enough to belong in the plan.
 - Residential Building Committee may be able to handle this initiative.
 - We could raise our profile in this area by having a conference and trade show on residential buildings. This could be done by re-purposing our current conference.
- ***Indoor Environmental Quality***
 - Focused on performance/health, rather than comfort.

Goal 2 – Optimize ASHRAE's Organizational Structure

- ***Assess and Update ASHRAE's Regional Structure***

- Recognition that ASHRAE has an opportunity to provide better service to members, within a nimbler structure.
- Potentially high-impact idea if done well.
- How much discussion has been had about super CRCs and the real costs associated in putting those on? Do we feel that ASHRAE is willing to commit to those costs?
- Note: None of the proposed initiatives represent final recommendations for how to accomplish this goal.
- **Redesign the Research Process**
 - Developed primarily in response to criticism that ASHRAE is slow.
 - Builds on idea of Institute for the Built Environment; recognition of an opportunity to accelerate research efforts by engaging external partners in funding.
 - Agreement that this is a timely priority.
- **Increase Standards Efficiency and Impact**
 - All goals have to be SMART (Specific, Measurable, Assignable, Relevant, Time-based). Might need to provide a bit more granularity here as to what will make us faster.
 - Shouldn't be standards-specific, suggestion to change to "ASHRAE technical activities." Goal shouldn't be limited to simply increasing the efficiency of standards.
 - Mr. Markel suggested reviewing standards to figure out how to bring some of the standards to market faster: smaller groups of writers, larger group of industry experts to review if on the right track, out to public to review and provide input faster.
- **Organizational Streamlining**
 - Idea behind this is to better achieve the lean model. ASHRAE does not have that mechanism currently. We build structure, but we never take any of it down. There is a lot that can be done to remove inefficiencies from our process.
 - Mr. Knight: Engaging members is a broader theme within this area. Need some platform to recognize local chapter members who contribute or participate remotely. Need recognition for people who have engaged in the process of making it better.
 - Suggest moving "Environmental Health and Refrigeration" to technical committees.

Goal 3: Maximize Member Value and Engagement

- **Overall Input**
 - Member value proposition needs to be a focus. Challenge PLC to make sure that the plan provides motivation and the underlying reason to come out to support ASHRAE at the local/national/global level. Are we doing enough to get the member involved? Are we adequately servicing our customer base? Does this strategic plan provide the tools that are necessary to stimulate membership?
 - To maximize member value, need to target employer support. If we don't have the support of employers, you could have people desiring to be involved in ASHRAE but without their employer's support, they can't do much. Engage the people that are hiring the people in this industry.
 - Further explore organizational membership, or offering benefits to get organizations to support ASHRAE. There is still a big gap in young engineer training. ASHRAE could improve marketing to employers with messaging like, "purchase ASHRAE membership to grow your young employees."
 - There is an opportunity to tap into the bulk of practical knowledge that exists at the member level.
 - Make ASHRAE membership fun and rewarding; maximizing member value should be the only goal in the plan; everything should be seen through this lens. Other two goals are ways to achieve this overarching goal.
 - Make opportunities to contribute meaningful; this is essential to the membership experience.

- ASHRAE has always believed in the consensus view. Membership will likely support a strategic plan that looks within first so that we can contribute to the world in the most efficient manner; fix ourselves first. But take care not to be too internally facing.
- We must continue to be relevant to our industry.
- There is a balance between the responsibility to serve the members vs. the public. Every member has different needs. There are not homogenous member needs.
- ***On-Demand Internet Based Education Resources for Members***
 - Provide information and answers when people need it; positioning ASHRAE as the go-to place.
 - General consensus on this initiative, with specific suggestions including: soft skills training, monthly webinars, u-tube (instant showings); short technical trainings designed for quick consumption (e.g. during lunch hour). Possibly partner with sponsors.
 - Create a platform to deliver this information; may help lessen the work of the Professional Development Committee.
 - Caution about not seeming like a PAC: One of ASHRAE's major strengths with government officials is that we are all individual members.
- ***Improve Chapter Engagement***
 - Agreement that better engaging Chapters will critically support goal of maximizing member value.

Julia Keen – asked what offerings will suffer or stop to help pay for new offerings?

After presentation to the Board, they will be asked for input on the plan initiatives by July 6.

NEXT MEETING

The next Planning Committee meeting will be in the fall at ASHRAE HQ.

ADJOURNMENT

The motion was made by Dennis Knight and it was seconded and the meeting was adjourned at 5:07 pm.

Respectfully submitted,



Mary Dean Townsend, Secretary

Attachment: A. Report to the Board from Planning Committee

Distribution: Board of Directors
Planning Committee

REPORT TO THE BOARD OF DIRECTORS
From the PLC Monitoring Subcommittee
As of June 23, 2018

Recommendations for Board Approval:

MOTION: Planning Committee recommends that Rule of the Board 1.130 be deleted in its entirety and replaced with 1.130 as follows:

1.130 STRATEGIC PLAN

1.130.001 Introduction

1.130.001.1 ASHRAE's mission calls for the Society "To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world". Moreover, ASHRAE's vision states, "ASHRAE will be the global leader, the foremost source of technical and educational information, and the primary provider of opportunity for professional growth in the arts and sciences of heating, ventilating, air conditioning and refrigerating".

1.130.001.2 To accomplish ASHRAE's mission and vision it is necessary for ASHRAE to be guided by a strategic plan. The activities necessary to produce ASHRAE's long range plan and strategic plan are the responsibility of the Planning Committee, as found in the ROB.

1.130.001.3 The Strategic Plan will be reviewed and monitored by the Planning Committee on a continuous basis by annually incorporating feedback from councils, standing committees, technical committees, standards project committees, members, allied societies, and governmental organizations, as found in the ROB. Monitoring and reviewing the progress of councils and committees in achieving the goals found in the Strategic Plan assures the strategic plan is kept relevant and current. Where necessary, the Planning Committee will make recommendations for changes and revisions, as found in the ROB.

BACKGROUND: Rule of the Board 1.130 originally referenced the 2006 Strategic Plan and also referenced specific sections of the ROB. The proposed motion removes reference to the 2006 Strategic Plan and to specific sections of the ROB and replaces those with general references to the Strategic Plan and the ROB. A few minor edits were also included at the recommendation of Society Rules Committee (SRC). It should be noted that this motion would also require changes to Section 2 of the ROB, which SRC is investigating, to remove conflicts and redundancy. Once the investigation is complete, SRC will recommend those changes necessary in Section 2 of the ROB.

FISCAL IMPACT: None

Motion passed 11-0-0 CNV

Attachment A: Original ROB 1.130 with edits shown in track changes.

Information Items:

Strategic Plan Monitoring Subcommittee

1. The full strategic plan tracking summary is attached (**Attachment B**). Highlights follow.
2. SP 2014 Initiative 1C, Grow ASHRAE Influence at Universities:
The full semester HVAC course developed by Tim Wentz has been made available to universities. Daryl Boyce is working with APPA to create a living laboratory for FM best practices at one or more university campuses as an initiative of his presidency.
3. SP 2014 Initiative 2C, Perform environmental scan of organizations watching for opportunities to align with other organizations. Actively pursue the opportunities as they arise:
AIA committee of Ginger Scoggins, Daryl Boyce and Don Colliver and Staff are meeting regularly to explore opportunities for our organizations to collaborate and work together; President-elect Hayter's advisory committee is in the process of standing up a Health & Wellness Multidisciplinary Task Group (MTG) with numerous outside organizations including IWBI, ILFI, GSA, CDC and others - a similar MTG has been identified as a need through the PLC SP development process.
4. SP 2014 Initiative 3a, Develop market ready software tools and apps for consulting engineers and other key constituencies to use in their daily professional activities:
The ASHRAE website launched at the 2018 Chicago winter meeting and the new ASHRAE 365 App was launched in spring 2018 along with some other uses in technology to improve service and operations. The apps available now are the ASHRAE, Psychrometric Chart App, Duct-fitting Database, 90.1 ECB App, SuperHeatCalc App, HVAC PT Chart App, HVAC Duct Sizer App. Looking for additional tools and apps that should be tracked <https://www.ashrae.org/technical-resources/ashrae-apps-software-and-online-products>.
5. SP 2014 Initiative 4d, Pilot one regional office to support the local membership and enable the development of locally relevant products in emerging and/or mature ASHRAE markets. Activity targets membership inquires, and publications sales inquiries with local content generation for newsletter and website. For mature market with local (e.g. chapter, government, association) office space support:
Regional ad hoc met in Chicago and has had several conference calls since. A motion is being brought to the board to consider personnel focused on Regional activities. This pilot program if approved would support four regions and would have a \$150k +- fiscal impact annually.

Strategic Plan Development Subcommittee

The Strategic Plan Development Subcommittee (SPDS) continued to meet on a bi-weekly basis through the spring. Below is a summary of the activities, current status, and next steps:

1. Activities:
 - Society Background Documents:** As was reported in January, the SPDS had ASHRAE staff produce reports covering status of the Society on various topics including membership, marketing, technology, etc. Board members were invited to a series of webinars in February during which staff directors presented the highlights of each report. Each webinar was recorded so that it could be accessed later for anyone who was not available or that wanted to review it at a later time.
 - a. **Information Gathering:** After the winter meeting, McKinley Advisors continued to gather information by surveying two populations. First, they interviewed board and PLC members to identify common themes around perceived strengths and weaknesses of the Society. Later in the spring, McKinley interviewed industry stakeholders that interact with ASHRAE to identify their perceptions of its strengths and weaknesses. Organizations that were interviewed included: AHRI, REHVA, AIA, USGBC, CDC, ACCA, APPA, and IFMA. The conclusions from both survey activities were used to develop the first draft of the strategic plan.
 - b. **March Board Strategic Planning Session:** The committee met prior to the Board Strategic

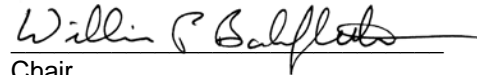
planning session to develop and finalize materials and to define roles during the event. The board met for a very productive 1 ½ day session and identified themes for the upcoming Strategic plan. The sub-committee worked with McKinley staff to capture and interpret the discussion and create a summary for later consideration.

- c. **Development of a Draft Plan:** The strategy workshop completed, the SPDC entered into an intensive period of work to create a draft plan for presentation at the June annual meeting. Working in teams, an envisioned future document, a strategy map, and a list of proposed initiatives were created.

2. Current Status:

- a. Planning Committee presented a two hour update on the current status of the Strategic plan that included review of the draft strategic map (**Attachment C**) and draft proposed initiatives (**Attachment D**). Board members were asked for feedback on both documents to be sent to PLC by July 6, 2018. Revisions will be made and initiatives prioritized to create a comprehensive second draft.
- b. The SPDS will develop a process for engaging members and stakeholders in the last stages of the strategic plan development to ensure acceptance by the Society.

23 June 2018 _____
Date


Chair

Attachment A. ROB 1.130 with Track Changes
Attachment B. Strategic Plan Tracking Summary
Attachment C. Draft Strategic Map
Attachment D. Draft Proposed Initiatives

Attachment A

Updated Change to 1.130
January 23, 2018 after SRC Discussion

Delete Section 1.130 in its entirety and replace with the following:

1.130 STRATEGIC PLAN

1.130.001 Introduction

1.130.001.1 ~~ASHRAE is the premier society for engineers and others who work in this complex and evolving field.~~ ASHRAE's mission calls for the Society "To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world". Moreover, ASHRAE's vision states, "ASHRAE will be the global leader, the foremost source of technical and educational information, and the primary provider of opportunity for professional growth in the arts and sciences of heating, ventilating, air conditioning and refrigerating".

Commented [SM1]: Deleted the first sentence. SRC members felt it was arrogant and not necessary.

1.130.001.-2 To accomplish ASHRAE's mission and vision it is necessary for ASHRAE to be guided by a strategic plan. The activities necessary to produce ASHRAE's long range plan and strategic plan are the responsibility of the Planning Committee, as found in ~~the ROB 2.101.008.~~

Commented [SM2]: SRC does not include ROB numbers in the rules since those number can change.

1.130.001.3 The Strategic Plan will be reviewed and monitored by the Planning Committee on a continuous basis by annually incorporating feedback from councils, standing committees, technical committees, standards project committees, members, allied societies, and governmental organizations, as found in ~~the ROB 2.416.003.1B.~~ Monitoring and reviewing the progress of councils and committees in achieving the goals found in the Strategic Plan assures the strategic plan is kept relevant and current. Where necessary, the Planning Committee will make recommendations for changes and revisions, as found ~~in in the ROB 2.416.003.1C and ROB 2.416.004.1.,~~

Initiative	Short Title	Description	As of Fall 2016	As of Summer 2018	Weighting	Budget FY 17-18	17-18 Actual YTD Houston Ann Meeting	Remarks/Basis of Status Number	Cognizant Committee or Council	Council Chair or Contact	Staff Contact	PLC MSC Liaison
1a	Drive Employer Support	Volunteerism is the lifeblood of ASHRAE and can only be accomplished with the support of our member's employers. Chapter Officers will conduct and document meetings with top employers to promote continued time and financial support of ASHRAE volunteers.	30%	30%	25%	\$10,000	\$ 1,000	January 2018 - Little progress made; Budget for collateral material production only. June 2018 - Pres. Olesen issued annual letters from the President thanking employers for supporting their employee's volunteer work with ASHRAE.	Members Council	Sheila Hayter	Joyce Abrams	Michael Cooper
1b	Measuring and Broadcasting ASHRAE Impact	Conduct a research program to estimate the impact ASHRAE standards and technology have had. Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance.	20%	30%	25%	\$110,000	\$ -	January 2018 - Ad hoc committee recommended MTG formed but little detailed work complete. See Fall 2017 BOD mtg minutes: Several dashboards have been initiated to visualize and communicate data to the leadership and members on membership, social media effectiveness, and marketing/PR activities; Budget for MTG activity plus \$75,000 for research. June 2018 - no change	RAC (Research)/IAST.MTG		Mike Vaughn	Michael Cooper
1c	Grow ASHRAE Influence at Universities	More aggressively pursue HVACR training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/handbook in curriculum. Convene meeting of student branch advisers at winter/annual meeting. Investigate accreditation of ASHRAE educational programs for university credit.	60%	80%	25%	\$10,000	\$ 10,000	January 2018 - Some ad hoc committee work initiated, but progress not reported, broad plan missing? Fall 2017 BOD Report: PEC has created an ad hoc to address, among other things, the addition of more ASHRAE university courses: Budget for member content access only. June 2018 - Full semester HVAC course developed by Tim Wentz made available to universities; Daryl Boyce is working with APPA to create a living laboratory for FM best practices as part of the process of developing his Presidential Theme.	Pub/Ed Council/Members Council Collaboration	Sheila Hayter	Steve Comstock	Karine Leblanc, Michael Cooper
1d	ASHRAE.org Redesign and Brand-Oriented Marketing Approach	Redesign the ASHRAE.org website to make it more accessible, navigable, and relevant to our domestic and global audience of members and nonmembers. Implement a brand-oriented marketing approach to create a consistent presence in our physical and digital platforms. Consistent branding is critical to ensuring members and nonmembers understand the value proposition of ASHRAE as a leader in the built environment. Develop feedback mechanisms from members and nonmembers on the success.		50%	25%	\$0		January 2018 - The new website is planned to be rolled out at the Chicago meeting in January 2018; Budget - ongoing already funded. June 2018 - no change	Marketing and ASHRAE Website Redesign Working Group; ExCom		Vanita Gupta; Jo	Dennis Knight
1			27.500%	47.500%	20%							
2a	Volunteer Time Management	Form an ad hoc to review opportunities to streaml	25%	25%	33%	\$0		January 2018 - Three Ad hoc's completed initial brainstorming and prioritization, final assessment reports complete? PEC; No budget requested. June 2017 - no change	Pres Ad Hoc		Jeff Littleton	Dennis Knight
2b	TC RE-organization	A full assessment of the TC organization including responsibilities to meet the needs of ASHRAE in the future. Implement the results of the assessment.	25%	33%	33%	\$0		January 2018 - See Fall 2017 BoD Tech Council Report: A four member subcommittee formed to review SY 15-16 Ad Hoc committee report on committee structure to make recommendations. TAC has been assigned an action item to review these reports. Minor, Gowri and Lawrence are in the process of completing the review: No budget, minimal travel required. June 2018 - no change	TAC		Mike Vaughn	Sarah Maston
2c	Consolidation, Partnerships	Perform environmental scan of organizations watching for opportunities to align with other organizations. Actively pursue the opportunities as they arise	40%	60%	33%	\$0		January 2018 - Need a more wholesome report on this. Limited to looking at professional development and publications, what about consolidation partnerships and joint ventures; No budget requested. June 2018 - AIA committee of Ginger Scoggins, Daryl Boyce and Don Colliver and staff are meeting regularly to explore opportunities; Sheila Hayter's President Elect Advisory Committee is in the process of standing up a Health & Wellness MTG including outside organizations like IWBI, ILFI, GSA, CDC and others - need for an emphasis on this topic has been identified in preliminary strategic plan development discussions	Excom	Bjarne Oleson	Jeff Littleton	Dennis Knight
2			30%	39%	20%							
3a	Develop software tools and mobile apps focused on professional applications	Develop market ready software tools and apps for consulting engineers and other key constituencies to use in their daily professional activities.	60%	90%	25%	\$15,000	\$ - 15,000	January 2018 - Building EQ web portal was launched in Mid November and a training webinar was hosted. The Committee has initiated translations for the portal in both French and Spanish: Budget is for the development of 1 App per year. June 2018 - ASHRAE website launched at Chicago meeting and the new ASHRAE 365 App was launched in the spring along with some other uses in technology to improve service and operations. The apps available now are the ASHRAE, Psychrometric Chart App, Duct-fitting Database, 90.1 ECB App, SuperHeatCalc App, HVAC PT Chart App, HVAC Duct Sizer App. What else should be tracked under this initiative would going forward? https://www.ashrae.org/technical-resources/ashrae-apps-software-and-online-products	Pub/Ed Council		Steve Comstock	Karine Leblanc
3b	Owner/Operator Focus Groups	Collect ASHRAE member demographics on owner/operators around the world. Conduct focus groups to understand owner/operator opportunities. Based on the results on the focus groups, utilize a Multidisciplinary Task Group (MTG for Effective Building Operations) to develop products and services and explore co-branding with APPA, BOMA, and/or IFMA at zero development cost to them provided they provide marketing support and committee volunteers.	25%	25%	25%	\$28,000	\$ 23,500	Responsibility given to ad hoc - some progress. Suggest that responsibility be changed within Strategic Plan: Budget - course should be net positive/explore additional training. MTG approved at June meeting	MTG for Effective Building Operations	MTG - Darryl Boyce	Steve Comstock	Jennifer Isenbeck

2019 Strategic Plan Development Timeline			
Objective	Responsibility	Due Date	Status
1. Evaluate, select, and recommend a consultant for developing the Strategic Plan to the PLC.	PLC SPD Subcommittee members	15-Oct-17	Completed. It was delayed due to full RFQ process. Task was completed on 12/15/2017
2. PLC to plan for and conduct 2 hour session to inform board of the SP development process. (Set expectations)	PLC SPD Subcommittee and Members	4-Nov-17	Completed
3. Gather input on strategic priorities from the following Sources:	Consultant and SPD Subcommittee	8-Mar-18	Completed
3a. Board interviews, Govt. Affairs Team, Survey of select members.	Consultant and SPD Subcommittee	8-Mar-18	Completed
3b. Benchmarking of Similar Societies/Associations	Consultant and SPD Subcommittee	8-Mar-18	Completed
3c. Environmental Scanning	Consultant and SPD Subcommittee	8-Mar-18	Completed
4. Prepare Issue Summary Sheets for the March 8-9 Board Strategic Planning Meeting.	Consultant/ SPD Subcommittee	8-Mar-18	Completed
5. Prepare for and conduct a Board Strategic Planning session on March 8-9, 2018	Consultant/ PLC runs the process	March 8-9, 2018	Completed
6. Preparation of Draft Strategic Plan	PLC drafts the plan and consultant reviews it.	June 2018 Annual Meeting	Completed
7. Prepare for and conduct a Board review of the draft plan at the June 2018 Annual Meeting.	Consultant/ PLC runs the process	June 2018 Annual Meeting	Not Started
2019 Society Year			
8. Revision of draft plan based on input from the Board at the annual meeting	Consultant/PLC	15-Oct-18	Not Started
9. Board Reviews and signs off on draft Plan	Consultant/PLC	November 2018 Board Meeting	Not Started
10. Approved Plan reviewed by select representatives of the membership and feedback gathered	Consultant/ SPD Subcommittee	1-Jan-19	Not Started
11. Develop Final Draft of Strategic Plan and Present at the March Board Meeting	Consultant/ SPD Subcommittee	Mar-19	Not Started
12. Board Approval of the Strategic Plan	Consultant/SPD Subcommittee	June 2019 Annual Meeting	Not Started



Initiative Progress Indicators - June 12, 2018



The graphic above is not intended to be viewed as an overall grade of the initiatives monitored. It is simply a tool for the Monitoring Subcommittee and the Board of Directors, used to better gauge productivity and alignment with the Strategic Plan. The percentages shown will be continually changing as monitoring is maintained, and communication between the committee leaders evolves to sustain proper representation of the initiatives themselves through the work actively being done.

Impact: Outcomes and Measures

A Measureable Improvement of EUI's and IEQ	Metric under development
B 5% Increased Membership over Five Years (As of 11/31/2017, Membership Dashboard)	2.7% over last two years
C Increased Breadth of ASHRAE's Product Offerings	Not yet quantified
D Increased Awareness of ASHRAE & Resources Among Priority Audiences	Not yet quantified
E Broader Evidence of Practical Application of ASHRAE's Intellectual Property	Metric under development
F Increase Active Volunteer Participation by 10% (As of 10/01/2016, chapter and society volunteer stats)	13.1% over last two years

VISION

ASHRAE will be the global leader, the foremost source of technical and educational information, and the primary provider of opportunity for professional growth in the arts and sciences of heating, ventilating, air conditioning and refrigerating.

OUTCOMES

- Higher levels of member engagement, satisfaction and loyalty
- Increased operational efficiency and market responsiveness
- Demonstrated leadership in meeting societal needs
- Increased awareness of ASHRAE and use of its technical resources among priority stakeholders
- Increased global adoption of ASHRAE Standards
- Increased breadth in ASHRAE’s product offerings
- Reinvigorated ASHRAE brand identity and attributes

GOALS, OBJECTIVES AND INITIATIVES

GOALS	OBJECTIVES	INITIATIVES
1. Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment	A. Foster a holistic approach to ASHRAE’s program offerings and activities to drive economic, environmental and social impact through innovation in building design and operations B. Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches (e.g., resiliency, health, smart cities, etc.)	- Resiliency, health, smart cities, IEQ, etc. - Residential market
2. Maximize Member Value and Engagement	A. Infuse energy, vitality and diversity throughout ASHRAE events, programs and services B. Work to expand the impact of collaboration and partnerships with industry organizations, universities and government agencies to drive value for ASHRAE members C. Leverage technology to increase member engagement, awareness and value	- Technology-driven education and training - Collaboration for impact - Chapter capacity and support
3. Optimize ASHRAE’s organizational structure to maximize performance	A. Prototype and launch new approaches that will increase ASHRAE’s relevance and speed to market for key offerings B. Optimize ASHRAE’s organizational systems and structures to increase capacity, efficiency and effectiveness C. Cultivate and leverage industry and member philanthropy to extend ASHRAE’s impact and reach	- Volunteer, governance and staffing structures - Accelerate standards development - Research institute/ consortium

FOUNDATION

Core Values

Excellence

Commitment

Integrity

Collaboration

Volunteerism

Diversity

Mission To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.



Strategic Planning Development Subcommittee Update

Bill McQuade

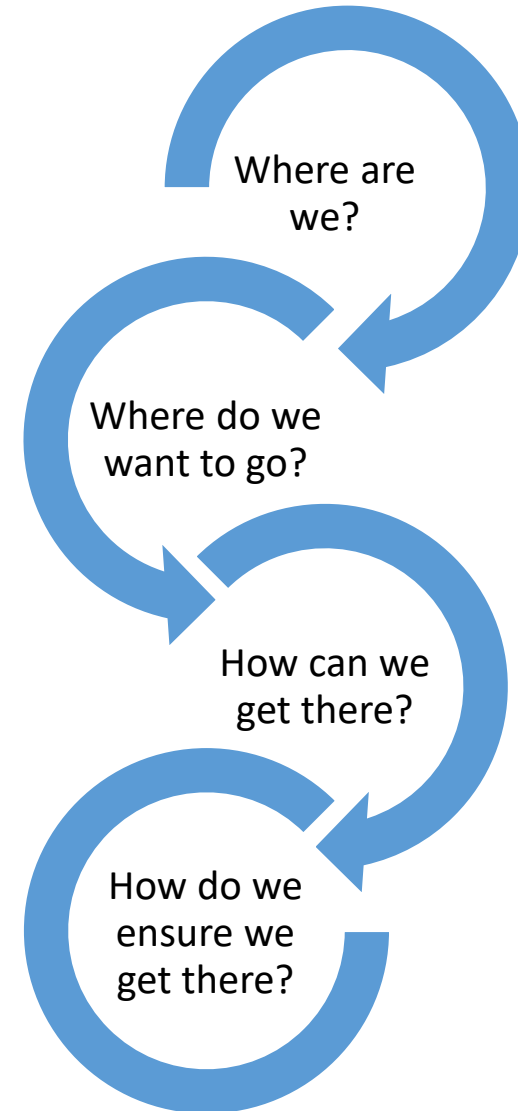
June 22th, 2018

Houston, TX

Strategic Planning Approach

Strategic planning responds to the following four questions:

- Where are we?
- Where do we want to go?
- How can we get there?
- How do we ensure we get there?



Elements of the Strategic Planning Process:

Stages	Elements
Where are we?	Situational analysis: <ul style="list-style-type: none">• External Environment• Internal Environment
Where do we want to go?	<ul style="list-style-type: none">• Mission• Vision• Goals/Objectives
How do we get there?	Tasks <ul style="list-style-type: none">• Designing Strategies• Identification of expected results• Harmonization of strategic plan with operational plans.
How do we make sure we get there?	<ul style="list-style-type: none">• Monitoring Indicators• Means of verification

Where
we are



Activities of the SPDC since the Winter Meeting

- **Society Background Documents:**
 - ASHRAE staff produced overview documents on membership, marketing, technology, etc.
 - Board members attended webinars in February during which highlights of each report were presented.
- **Information Gathering from Internal and External Stakeholders:**
 - Board and PLC members to identify common themes around perceived strengths and weaknesses of the Society.
 - Industry stakeholders that interact with ASHRAE were also interviewed to identify their perceptions of its strengths and weaknesses. (AHRI, REHVA, AIA, USGBC, CDC, ACCA, APPA, and IFMA)
- **March Board Strategic Planning Session:**
 - The Board met March 8-9th for a very productive 1 ½ day session and identified themes for the upcoming Strategic plan.
 - The sub-committee worked with McKinley staff to capture and interpret the discussion and create a summary for later consideration.
- **Development of a Draft Plan:**
 - The SPDC met bi-weekly to create a draft plan for presentation at the June annual meeting.
 - Documents created include envisioned future document, a strategy map, and list of proposed initiatives.



Schedule for Strategic Planning Process (con't)

- **April 2018- June 2018-** PLC creates preliminary draft of Strategic Plan and it is reviewed by the consultant.
- **June 2018 Annual Meeting, Houston** Board reviews and provides input on draft plan. Consultant participates in session.
- **July to October 2018 –** Plan is revised and updated by PLC Subcommittee. Consultant reviews.
- **November 2018 Board Meeting –** Board signs off on draft plan
- **December 2018–** Review by select representatives of the membership.
- **December 2018 to March 2019–** PLC Subcommittee/Consultant incorporate input/changes and create final draft.
- **June 2019 Annual Meeting–** Board approves final draft
- **July 2019 –** Implementation begins



Planning Committee Strategic Plan Initiative Concepts June 2018

Summary

- With input from McKinley Advisors, goals, objectives and high level initiatives were extracted from discussions at the spring BOD workshop and are reflected in “Strategic Map” document
- Members of the Strategic Plan Development Subcommittee were divided into teams to review, supplement, and further developed initiatives proposed at BOD workshop.
- Some initiatives identified were judged to be more of an incremental improvement to current operations rather than a strategic direction. As a result, they were were recommended for referral at a Council level.
- Objective today is to update BOD on status of development process, respond to questions, and invite written feedback.
- Next step will be to consult subject matter experts for further vetting and development of initiatives before prioritization.

Goal 1 - Position ASHRAE as an Essential
Knowledge Resource for a Sustainable, High-
Performance Built Environment

Resilient Buildings and Communities

Focus ASHRAE's leadership and knowledge on the adaptability, resilience, and recovery of buildings and communities facing the impact of natural disasters, accidents, disease, and terrorism.

Priority Work

- Form a Resilient Buildings and Communities MTG with representatives from ASHRAE committees (e.g. TG 2, TC 9.9, TC 2.6, and TC 2.8) and industry experts to develop research, program, design guidelines, standards and resources to support best practices and in alignment with the ASHRAE Resiliency position document, when completed.
- Broaden knowledge and awareness of the strategic and practical issues concerning, adaptability and resilience of buildings communities. Establish relationships and opportunities for collaboration with other groups, networks and societies outside ASHRAE.
- Create an interface with the research community to identify and fill gaps in knowledge by translating research into practical design resources that increase the survivability of structures in the face of natural and man made disasters and allow for rapid recovery when they do occur.
- Develop the framework and initiate a timely, progressive program of member support through education, program, technical papers, publications, tools and design guidelines.

Budget and Timing

One half time staff person for focused support over three years.

Three years support for 8 member committee to meet in person 4 times per year for two years.

50k for initial research, second year.

Smart Buildings and Communities

Leverage ASHRAE's leadership and knowledge to integrate information and communication technology (ICT), and various physical devices connected to the network (Internet of things/IoT) to optimize the resilience, energy efficiency, carbon emissions, occupant well being and sustained operations of the urban and built environment.

Priority Work

- Form a Smart Cities and Buildings MTG with leadership from Technical Committee 7.5, Smart Building Systems, with the purpose of bringing together industry experts to develop research, program, design guidelines, standards and resources to support best practices.
- Broaden knowledge and awareness of the strategic and practical issues around the implementation of smart devices and artificial intelligence (AI) within buildings and planning and management of smart urban growth and ASHRAE's role in it.
- Establish relationships and opportunities for collaboration with other groups, networks and societies outside the traditional ASHRAE sphere of influence and that have broad influence area of connected devices and data analytics.
- Create an interface with the research community to identify and fill gaps in knowledge related to monitoring and managing the mechanical and electrical systems in the built environment using AI and connected devices. Then translating that research into practical design resources and standard protocols.
- Develop the framework and initiate a timely, progressive program of member support through education, program, technical papers, publications, tools and design guidelines.

Budget and Timing

One half time staff person for focused support over three years.

Three years support for 8 member committee to meet in person 4 times per year for two years.

50k for initial research, second year.

Residential Buildings

Expand ASHRAE's residential buildings initiative in North America and worldwide

Priority Work

- Assess progress of the Residential Building Committee and determine resource needs to continue existing programs and expand outside its initial scope of North America.
- Focus and promote ASHRAE's efforts related to multifamily buildings in support of a proposed RBC working group. Programs would address standards, design guidance, education in collaboration with industry partners
- Plan and implement a Residential Building Performance Conference, possibly in conjunction with an ASHRAE annual meeting, and with a trade show as a revenue generating mechanism. Following a market scan, include an assessment whether an existing and established industry conference should be repurposed and rescheduled or ASHRAE should develop a new conference.

Budget and Timing

One half time staff person for focused support over three years.

50k for initial research, second year.

Indoor Environmental Quality

There is a growing amount of research related to the importance of the indoor environment. Beyond air quality, it now includes productivity, learning and health. It is necessary to identify and optimize the interactions between air quality, thermal comfort, lighting, and acoustical levels in buildings and their effects on occupants health and wellness.

Priority Work

- Form an IEQ MTG to bring together experts from within ASHRAE, IAQA, IEQ-GA, and other organizations and industry experts to focus research, identify relevant metrics and to create guidelines and standards.
- At the direction of the MTG, sponsor research into the effects of improved IEQ and increased levels of occupant comfort, health, and overall productivity.
- Create an initiative to improve ability to predict and monetize the benefits of improved IEQ: Translate expected health benefits in to a reduction of health care and insurance costs. Provide a compelling cost and benefit justification to balance against actions that are purely for energy efficiency reduction but may compromise IEQ.

Budget and Timing

One half time staff person for focused support over three years.

Three years support for 8 member committee to meet in person 4 times per year for two years.

50k for initial research, second year. Costs for Development of Institute for the Environment assumed elsewhere.

Goal 2- Optimize ASHRAE's Organizational Structure

Assess and Update ASHRAE's Regional Structure

Effective Regional oversight and support of chapter activities is critical in providing service to members and promoting member engagement. A fresh view of Regional structure has the potential to improve both

Priority Work

- Review and propose adjustments to regional boundaries based on current and anticipated demographics. Consider potential for consolidation of regions, and use of sub regions to optimize board size without impacting member support.
- Evaluate potential for regional or super-regional offices and staff, continuing initiatives already started
- Evaluate alternative concepts for CRCs to increase participation (e.g., “super CRCs” combining multiple regions, coordinated with centralized training).

Budget and Timing

Initially, costs would be limited to support for review and conceptual studies. Longer term fiscal impact could be positive depending upon what recommendations are made or implemented. Planning phase should be complete in one year and full implementation could require 3-5 years.

Redesign the ASHRAE Research Process

The ASHRAE research process is fragmented and, in many cases, slower than needed. Organizational and process changes can make ASHRAE more effective in performing needed research and transferring knowledge into practice

Priority Work

- Develop a foundation/consortium-like organization to oversee major research initiatives supported by both ASHRAE and external funding that would be distinct from the current process focused on development of research work statements by technical committees.
- Address any impacts on existing research process.

Budget and Timing

Fiscal impact could include costs for new staff needed to support a foundation-like research organization. On the other hand, if successful, research funds could increase substantially and market for ASHRAE-led research could increase. One year to plan, two to three years to fully implement are estimated.

Increase Standards Efficiency and Impact

The ASHRAE standards development process is sometimes viewed as too slow to respond to market needs. ASHRAE's impact on global standards and the impact outside North America of ASHRAE is sometimes viewed as sub-optimal. Potential organizational changes that would address both areas are needed.

Priority Work

- Update analysis of development data for ASHRAE standards, focusing on major standards such as 15, 66, 62.1, 90.1, 189.1, identify areas of unsatisfactory performance, propose and implement improvements. Review should consider balance of staff and committee member involvement.
- Comprehensively review ASHRAE's organization and processes with respect to global standards development
- Review market for adapted and translated ASHRAE standards and ASHRAE effectiveness in serving the global market and implement organizational and process improvements.

Budget and Timing

If deemed necessary, additional staff costs may be incurred to expedite development of key standards. One to two years to develop and implement processes.

Organizational Streamlining

ASHRAE is a large and complex organization. Over time, redundancy of efforts, lack of coordination, and even conflicting actions have become a concern. They result in waste of member and staff time and affect program outcomes. Reduction of these structural problems will increase effectiveness, time to market, and value to members.

Priority Work

- Analyze committee structures to identify significant areas of overlap in scope leading to independent and uncoordinated efforts. For example, clarify the roles of Council-level technical committees like Environmental Health and Refrigeration relative to multiple technical committees doing related work. Consider whether any beneficial consolidation and restructuring of technical committees is possible. Consider use of the multidisciplinary task group model as a standard for doing research and educational projects. Recommend and implement changes

Budget and Timing

Review should take approximately one year with implementation depending on its recommendations. Assuming that effective actions are identified, fiscal impact should be positive.

Goal 3 - Maximize Member Value and Engagement

On-Demand Internet Based Education Resources for Members

Develop a platform and educational format for ASHRAE members to access focused information on both fundamental topics as well as current industry issues. Delivery model should be based on successful platforms that exist such as lynda.com, Khan Academy, infinite skills, NFPA Q&A hotline, etc.

Priority Work

- Create tech-driven educational programs (e.g. 15-20 min programs, cover a variety of well-targeted topics on different technologies or concepts) that can be adapted with local flavor or targeted to different member audiences. The work would be done with oversight from the Professional Development Committee.
- *Explore the concept of developing a Q&A hot line that promises an answer on relevant technical issues within 24 hours as a service for members.* Oversight from the Electronic Communications Committee (ECC) and the Chapter Technology Transfer Committee (CTTC).
- Develop training material/hands-on programs targeted for young engineers/professionals; engage local Chapter Ad Hocs (to perform translation and add local flavor to educational material).

Timeline:	TBD. Dependent on funding mechanism staff resources. (Free to members or fee based?)
Resources/Cost:	TCs will be responsible for technical content. Contractors would create digital materials. Funded through Pub Ed Council initiative or Development fund raising initiatives.
Responsible party:	Electronic Communications (ECC), Professional Development (PDC)-Publishing and Education Council; Chapter Technology Transfer (CTTC)-Members Council; <i>Standards Committee (for Hot-line Q&A)</i>

Improvement of Chapter Engagement, Capacity and Support

Develop methods and a processes that would improve the engagement of chapter members in society level in technical committees, standards development, and the development of guidelines and publications.

Priority Work

- Encourage and actively engage Chapter member participation in the development and review of ASHRAE Standards/Guidelines and facilitate this interaction through web based meeting technology.
- Recognize & “reward” engagement: award PAOE points, or set up a more formal recognition for submitting comments (e.g. credit/identify commenters beyond the official committee)
- Strengthen programs that educate chapter members on Standards & Guideline development (under) and review/comment process; e.g. use workshops at chapter level to get them engaged. Look at the ANSI/ASHRAE process and consider a “light” version for commenting during public review process to encourage participation for comments.

Timeline:

1-2 years

Resources/Cost:

TBD- Cost for Additional licenses for Webinar services, The standing committees could drive and manage initiatives.

Responsible party:

Members Council; Technology Council