



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

Saturday, October 27, 2018
8:00 am – 5:00 pm
ASHRAE Headquarters
Atlanta, GA

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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October 27, 2018

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PRINCIPAL MOTIONS

MOTION I - that Planning Committee recommends to the Board of Directors that it approve new ASHRAE Mission and Vision statements as follows:

Mission: *To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.*

Vision: *A healthy and sustainable built environment for all.*

10-0-0 CNV MOTION PASSED

MOTION 2 - Planning Committee recommends to the Board of Directors that it approve the draft *ASHRAE 2019-2024 Strategic Plan* for final development. (see **Attachment A**)

10-0-0 CNV MOTION PASSED

ACTION ITEMS

Planning Committee Meeting
October 27, 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 - 5	McGinn	Rewrite Metrics/Outcomes – change to Results	_____
3 - 6	McGinn	Draft new monitoring plan by the end of November	_____
4 - 6	Bahnleth/McQuade/ Knight	Draft budget numbers into the plan by end of December	_____
5 - 6	Phoenix	Draft Work Plan for how PLC will be organized to support the new strategic plan	_____
6 - 6	PLC	Add slides on the new strategic plan to DL presentations and the ExO presentation.	_____

MINUTES

PLANNING COMMITTEE MEETING
October 27, 2018
8:00 – 5:00 pm
ASHRAE HQ – Atlanta, GA

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

MEMBERS ABSENT: Tom Phoenix, Vice Chair
Rachel Romero
Mark Modera, Consultant
Emilia Targonska, Consultant
Costas Balaras, BOD/Consultant

STAFF PRESENT: Kim Mitchell
Mark Owen
Stephanie Reiniche
Craig Wright
Alice Yates

CALL TO ORDER / OPENING COMMENTS

Chair Bill Bahnfleth called the meeting to order at 8:13 am and welcomed all in attendance.

REVIEW OF AGENDA

Item 3 on the agenda, Opening Comments from the Chair, was also listed as item 1, so staff was asked to remove item 3.

ROLL CALL

Roll call was taken. A quorum was present.

ASHRAE 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.

APPROVAL OF MINUTES

Mr. Bahnfleth called for approval of Planning Committee Minutes from the Houston meeting. Mr. Cooper made the motion and it was seconded

to approve the Planning Committee minutes from the June 22, 2018 meeting as presented.

MOTION 1 PASSED (9-0-0-CNV)

ACTION ITEM UPDATE

1 - 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 Development Subcommittee (SPDS)

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

- Narrative document has been updated by teams with initiatives/goals, etc.
- The term metrics/outcomes within each sub-initiative will be replaced by “results”. (Tim McGinn will rewrite)

Mr. McGinn explained past strategic plan experience using metrics did not result in many measurable outcomes. A new approach will be used for this iteration using “results of work plan” instead of metrics/outcomes at the council and committee level and metrics and a dashboard will be used at the Board level. It will be necessary for the initiatives to be managed at the Council and Committee levels with work plans, MBO’s and budget tracking, accompanied by careful monitoring through Council and Committee reports.

Monitoring Subcommittee:

Mr. Knight reported sections of the current strategic plan were reviewed and will be reformulated or reincorporated as part of a goal or initiative in the new strategic plan. Items will be identified and it will be determined if they are being addressed and if so, by what body.

IEQ Revision

Mr. Bahnfleth reviewed the following revisions he made to the IEQ Initiative using “Results” instead of Outcomes/Metrics.

Results

1. *Add to body of scientific knowledge on the relationship of IEQ to health, productivity, and well-being of building occupants and develop practical methods for estimating the economic value of improvements in IEQ such as reduced sick days, reduced health care costs, and improved student learning.*
2. *Develop an IEQ standard based on health and productivity objectives that addresses air quality, thermal environment, light, sound, and vibration in an integrated way.*
3. *Establish partnerships with key scientific, technical, and government organizations to advance IEQ research, technology, and policy. Establish an co-organized IEQ conference to promote communication among researchers, practitioners, and policymakers.*

Mr. Bahnfleth pointed out that the item about developing IAQ control strategies that are alternatives to ventilation was dropped in the above iteration, possibly because of its narrowness, given that similarly detailed objectives for other aspects of IEQ are not proposed. Implicitly, the standard contemplated in #2 could be the place to incorporate findings of research in these areas.

It was suggested to change the word “Develop” to “Publish” in item 2.

It was suggested to research charitable organizations that may be added to the list.
Other suggestions: Add the roles of the staff liaisons; replace “initiatives” with “Results” on email.

Mr. Bahnfleth received several responses to an email he sent to 24 committees interested in IEQ. These will be kept for future reference.

Improvement of Chapter Engagement, Capacity and Support

Karine Leblanc reviewed changes made to the initiative assigned to her subcommittee. Mr. Rogers suggested that the Board would need to decide which programs should end in order to fund new initiatives.

Mr. McGinn offered to rewrite the Outcomes using “Results” instead.

AI 2

Organizational Streamlining

Michael Cooper reviewed changes made by his subcommittee. Work plan results were rewritten. He suggested subcommittee meetings should be held prior to the Annual Meetings.

Mr. Austin felt any items in the current strategic plan that will end should be stated clearly. His research determined there were several TCs that were doing the work that the Board asked him to research.

Mr. Olesen asked if reorganizing ASHRAE is strategic or if it is more operational. Possibly it should not be the first initiative.

Resiliency Work Plan Results

Mr. McQuade reported on changes to this initiative. He asked the group for input.

Mission and Vision

Mrs. Maston reviewed suggested changes her subcommittee made to the ASHRAE mission and vision. After some discussion, Mrs. Maston made the motion and it was seconded

MOTION I - that Planning Committee recommends to the Board of Directors that it approve new ASHRAE Mission and Vision statements as follows:

Mission: *To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.*

Mission Background: The current mission statement is: *To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.* The recommended mission statement adds a reference to allied arts and sciences found in the ASHRAE Certificate of Consolidation (“allied fields” such as physiology, economics, and others) to emphasize their relevance to ASHRAE’s work.

Vision: *A healthy and sustainable built environment for all*

Vision Background: The current vision statement is: *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.* The recommended vision statement is concise and memorable, eliminates redundant wording in the current mission and vision statements, and introduces references to buildings as influencers of health and to

built environment to emphasize that ASHRAE's scope encompasses buildings as integrated systems.

(10-0-0, CNV) MOTION PASSED

MOTION 2 - Planning Committee recommends to the Board of Directors that it approve the draft *ASHRAE 2019-2024 Strategic Plan* for final development. (**Attachment A**).

ASHRAE Strategic Plan Background: Based on input from the Board and feedback from other bodies, Planning Committee has developed a draft plan with two initiative areas: "Future of ASHRAE" focused on improving organizational efficiency, service to members and member engagement, and "Built Environment of the Future" addressing the important emerging technology areas of resilience and indoor environmental quality and its effects on well-being. Approval of these initiatives will enable Planning Committee to progress to final development of the plan, including estimate of budget impacts, metrics and monitoring procedures, and formatting.

Fiscal Impact: To be determined in the next phase of work.

(10-0-0, CNV) MOTION PASSED

Planning Committee Report to the Board (**Attachment B**) includes two motions that were approved by the Planning Committee, and the 2019-2024 Strategic Plan is attached.

NEW BUSINESS

Rollout Brainstorming Session: (Attachment C)

Mr. McGinn held a brainstorming session on the rollout of the strategic plan. He indicated a new monitoring plan would be drafted by the end of November; new metrics would be done by the end of December. Budget numbers would be added by January; a work plan will be developed to show how PLC will be organized to support the strategic plan in February. The Strategic Plan will be rolled out in June 2019.

AI 3
AI 4
AI 5

Mr. Olesen suggested it was important for PEAC members to become familiar with the new plan. It was suggested to show the new plan at the plenary session in January. Slides could be added to the DL presentation and the ExO presentation.

AI 6

NEXT MEETING

The next Planning Committee meeting will be in January during the Annual Meeting.

ADJOURNMENT

The motion was made by Dennis Knight and it was seconded and the meeting was adjourned at 3:33 pm.

Respectfully submitted,



Mary Dean Townsend, Secretary

Attachment: A. Draft Strategic Plan for Board Approval.
B. Report to the Board from Planning Committee
C. Rollout Brainstorming Session Notes

Distribution: Board of Directors
Planning Committee



Attachment A

ASHRAE 2019–2024 Strategic Plan

Draft Approved by Planning Committee October 27, 2018



Prepared by

ASHRAE Planning Committee
McKinley Advisors

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VISION

A healthy and sustainable built environment for all.

OUTCOMES

- Higher levels of member engagement, satisfaction and loyalty
- Increased operational efficiency and market responsiveness
- Demonstrated leadership in meeting societal needs through expanded research, application to practice and strategic partnerships
- Increased awareness of ASHRAE and use of its technical resources among priority stakeholders
- Increased global adaptation of ASHRAE Standards
- Increased breadth in ASHRAE’s product offerings

GOALS AND OBJECTIVES

Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment	Maximize Member Value and Engagement	Optimize ASHRAE’s Organizational Structure to Maximize Performance
<ul style="list-style-type: none"> • Utilize a holistic approach to ASHRAE’s offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations • Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches 	<ul style="list-style-type: none"> • Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services • Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies • Leverage technology to increase member engagement, awareness and value 	<ul style="list-style-type: none"> • Prototype and launch new approaches that will increase ASHRAE’s relevance and speed to market for key offerings • Optimize ASHRAE’s organizational systems and structures to increase capacity, efficiency and effectiveness • Cultivate industry and member philanthropy to extend ASHRAE’s impact and reach

INITIATIVES

- Built Environment of the Future
 - Resilient Buildings and Communities
 - Indoor Environmental Quality
- Future of ASHRAE
 - Organizational Assessment
 - Improvement of Chapter Engagement, Capacity and Support

FOUNDATION

Core Values

Excellence Commitment Integrity Collaboration Volunteerism Diversity

Mission To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

Introduction

In early 2018, ASHRAE leadership undertook a broad stakeholder engagement process to assess the perceived strengths of the organization and identify opportunities for greatest achievement. Members of the board of directors and representatives from key industry associations who participated in the engagement process identified ASHRAE as the lead standard-bearer representing and advancing the industry. Stakeholders emphasized the need for clarity in both the plan and the future organizational structure of ASHRAE to improve nimbleness and responsiveness to market conditions and member needs.

This plan developed by the ASHRAE Planning Committee in collaboration with the Board of Directors is designed to focus on the next 5 years of work for the Society, propelling the organization and its members to the next level of success.

MISSION, VISION AND VALUES

As part of this planning cycle, Planning Committee reviewed the Society mission and vision statements and recommended that they be revised to better reflect ASHRAE's current work and aspirations. Through those discussions it was affirmed that these statements remain a solid foundation for the organization and the work set out in this plan. In 2017, the ASHRAE Board of Directors updated the values to include diversity as a core tenet of the organization.

Mission

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

Proposed: To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

Vision

Current: 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.

Proposed: A healthy and sustainable built environment for all.

Values

- Excellence
- Integrity
- Volunteerism
- Commitment
- Collaboration
- Diversity

GOALS AND OBJECTIVES

ASHRAE's leadership has identified **three goals** to drive progress in focused areas – the industry, the member and in the Society. Objectives support each goal to provide more detail about how it will be advanced.

GOAL

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

- Foster a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations.
- Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches.

GOAL

Maximize Member Value and Engagement.

- Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services.
- Work to expand the impact of collaboration and partnerships with industry organizations, universities and government agencies.
- Leverage technology to increase member engagement, awareness and value.

GOAL

Optimize ASHRAE's Organizational Structure To Maximize Performance.

- Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings.
- Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency and effectiveness.
- Cultivate industry and member philanthropy to extend ASHRAE's impact and reach.

STRATEGIC PLAN TOOLKIT

		INITIATIVES			
GOALS	OBJECTIVES	1	2	3	4
1. Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment	a. Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations	✓	✓	✓	
	b. Built Environment	✓	✓		
2. Maximize Member Value and Engagement	a. Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services				✓
	b. Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies	✓	✓		✓
	c. Leverage technology to increase member engagement, awareness and value			✓	✓
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 industry and member philanthropy to extend ASHRAE's impact and reach		✓		

Initiative 1 – Built Environment of the Future: Resilient Buildings and Communities

Initiative 2 – Built Environment of the Future: Indoor Environmental Quality

Initiative 3 – Future of ASHRAE: Organizational Streamlining

Initiative 4 – Future of ASHRAE: Improve Chapter Engagement, Capacity and Support

Background

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

Possible Actions and Resource Allocation

A team of ASHRAE Planning Committee members including members of the Board of Directors (BOD) brainstormed specific actions that could be taken under this initiative and estimated resources.

Table 1 lists the actions and estimated resources.

TABLE 1

BUILT ENVIRONMENT OF THE FUTURE: Resilient Buildings and Communities	
Objectives impacted	Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations
	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 buildings and communities, etc.)
	Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies to drive value for ASHRAE members
	Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings
Key Milestones/ Timeline	<ol style="list-style-type: none"> 1. Review Society of initiatives related to Resiliency to determine gaps and overlaps (3 months) 2. In parallel with 1, identification involved outside organizations and assessment of their efforts in this area (3 months) 3. Identification of priorities in the area of Resiliency in Buildings and those in the area of Communities (3 months after 1 & 2 are complete) 4. Work Plan and Specification for Deliverables (6 months after 3 is complete-roughly end of Year 1) 5. Identification of funding resources, both internally and externally -opportunity for partnerships (6 months) 6. Execution of work plan and completion of deliverables
Resources	In addition to the normal financial resources (RAC and Publications budgets, Reserve Fund,), there is an opportunity for funding from government agencies, foundations, and international agencies such as the United Nations, World Bank, and other Humanitarian Organizations.
Benefits	<p><u>To the Society:</u> Establish leadership role in advancing new practice paradigms and raising awareness about the importance of resilient buildings and communities. Revenue resulting from repackaging of existing guidelines, development of new content and guidelines.</p> <p><u>To the Member:</u> Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>
Staff liasion	Steve Hammerling, Manager of Technical Services, Staff Liasion for Resilience PD

Responsible committee/ volunteer group	Technology Council, Standards Committee, MTGs, Resiliency Working Groups, TC 2.7 Seismic and Wind Resistant Design, TC 2.5 Climate Change, TC 2.10 Resilience and Security, TG2, HVAC Security, TC 4.2 Climatic Information, TC 4.4 Building Materials and Envelope Performance, TC 5.6 Control of Fire and Smoke, TC 6.7 Solar and other Renewable Energies; TC 7.5 Smart Building Systems; TC 9.9 Mission Critical Facilities, Data Centers; Technology Spaces and Electronic Equipment			
Workplan/Results	<ol style="list-style-type: none"> 1. Establish and maintain two new partnerships (MoU) (or leverage existing partnerships) with external organizations, Societies, or Government agencies and collaborate on resilient buildings and communities research and the development/adoption of standards, guidelines, programs, rating systems and educational materials. 2. Develop, publish and maintain a Resilient Building or Resilient Building/Community Standard, accompanying Design Guide(s) and design tools, educational programs and materials for adoption and use in adapting to climate change in vulnerable geographic areas. 3. Benchmark and track membership awareness of resilience practices and set targets for improved awareness over the next 5 years. 			
Interdependencies and Risks	<ul style="list-style-type: none"> ▪ (Interdependency) Society Committees ▪ (Risk) Ability to coordinate work and eliminate duplication of effort 			
Key Stakeholders	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ▪ Engineers ▪ Architects ▪ Relief Organizations ▪ Insurance Companies </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ▪ Governments ▪ Law Enforcement Agencies ▪ Financial Institutions ▪ United Nations Office for Disaster Risk Reduction </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ▪ Manufacturers ▪ Retailers Related ▪ Society Committees </td> </tr> </table>	<ul style="list-style-type: none"> ▪ Engineers ▪ Architects ▪ Relief Organizations ▪ Insurance Companies 	<ul style="list-style-type: none"> ▪ Governments ▪ Law Enforcement Agencies ▪ Financial Institutions ▪ United Nations Office for Disaster Risk Reduction 	<ul style="list-style-type: none"> ▪ Manufacturers ▪ Retailers Related ▪ Society Committees
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Background

The indoor environment is increasingly recognized as the leading priority for built environment, with implications extending beyond simple acceptability of indoor conditions to its influence on productivity, learning and health. The indoor environment of the future identifies and optimizes interactions between air quality, thermal comfort, lighting, and acoustics, based on a firm understanding of implications for occupants' health and wellness. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

Possible Programs and Resource Allocation

A team of ASHRAE Planning Committee members including members of the Board of Directors (BOD) brainstormed specific actions that could be taken under this initiative and estimated resources that would be require.

Table 2 lists the actions and estimated resources.

TABLE 2

BUILT ENVIRONMENT OF THE FUTURE: Indoor Environmental Quality	
Objectives impacted	Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations
	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 buildings and communities, etc.)
	Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies to drive value for ASHRAE members
	Cultivate and leverage industry and member philanthropy to extend ASHRAE's impact and reach
Key Milestones/ Timeline	<ol style="list-style-type: none"> 1. Review Society initiatives related to IEQ to identify gaps and overlaps (3 months) 2. In parallel with 1, identification involved outside organizations and assessment of their efforts in this area (3 months) 3. Identification of priorities in the area of IEQ (3 months after 1 & 2 are complete) 4. Work Plan and Specification for Deliverables (6 months after 3 is complete-roughly end of Year1) 5. Identification of funding resources, both internally and externally -opportunity for partnerships (6 months) 6. Execution of work plan and completion of deliverables
Resources	Can include research, development and key stakeholder contributed funding.
Benefits	<p><u>To the Society:</u> Established leadership role in advancing new practice paradigms and improving quality of health and well-being in the built environment. Revenue resulting from sales of standards, other publications, and educational programs.</p> <p><u>To the Member:</u> Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>
Staff liasion	Steve Hammerling (EHC and TCs) and Mark Weber (standards)

Responsible committee/ volunteer group	Environmental Health Committee (Lead); MTG.HWBE Health and Wellness in the Built Environment; Indoor Environmental Quality Global Alliance (IEQ-GA); Technical Committees 1.2 Instruments and Measurements, 1.5 Computer Applications, 2.1 Physiology and Human Environment, 2.3 Gaseous Air Contaminants and Gas Contaminant Removal Equipment, 2.4 Particulate Air Contaminants and Particulate Contaminant Removal Equipment, 2.6 Sound and Vibration, 2.9 Ultraviolet Air and Surface Treatment, 4.3 Ventilation Requirements & Infiltration, 4.5 Fenestration, 4.10 Indoor Environmental Modeling, TRG 4.IAQP Indoor Air Quality Procedure Development, 5.4 Industrial Process Air Cleaning, 5.9 Enclosed Vehicular Facilities, 5.10 Kitchen Ventilation, 9.6 Healthcare Facilities, 9.10 Laboratory Systems; Standards 55 Thermal Environmental Conditions for Human Occupancy, 62.1 Ventilation for Acceptable Indoor Air Quality, 62.2 Ventilation for Acceptable Indoor Air Quality in Residential Buildings, 170 Ventilation of Healthcare Facilities, 189.1 Standard for the Design of High-Performance, Green Buildings Except Low-Rise Residential Buildings			
Workplan/Results	<ol style="list-style-type: none"> 1. Add to body of scientific knowledge on the relationship of IEQ to health, productivity, and well-being of building occupants and develop practical methods for estimating the economic value of improvements in IEQ such as reduced sick days, reduced health care costs, and improved student learning. 2. Develop an IEQ standard based on health and productivity objectives that addresses air quality, thermal environment, light, sound, and vibration in an integrated way. 3. Establish partnerships with key scientific, technical, and government organizations to advance IEQ research, technology, and policy. Establish a co-organized IEQ conference to promote communication among researchers, practitioners, and policymakers. 			
Interdependencies and Risks	<ul style="list-style-type: none"> ▪ (Risk) Insufficient funding. ▪ (Risk) Inconclusive research. ▪ (Interdependency) Coordination of stakeholders. 			
Key Stakeholders	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 33%;"> <ul style="list-style-type: none"> ▪ Policymakers ▪ Regulatory bodies ▪ International Standards Organization (ISO) ▪ European Committee for Standardization (CEN) </td> <td style="vertical-align: top; width: 33%;"> <ul style="list-style-type: none"> ▪ US General Services Administration (GSA) ▪ US Dept. of Housing and Urban Development (HUD) ▪ International Well Building Institute ▪ Green Building Councils </td> <td style="vertical-align: top; width: 33%;"> <ul style="list-style-type: none"> ▪ National Center for Healthy Housing ▪ Foundations interested in wellness/health </td> </tr> </table>	<ul style="list-style-type: none"> ▪ Policymakers ▪ Regulatory bodies ▪ International Standards Organization (ISO) ▪ European Committee for Standardization (CEN) 	<ul style="list-style-type: none"> ▪ US General Services Administration (GSA) ▪ US Dept. of Housing and Urban Development (HUD) ▪ International Well Building Institute ▪ Green Building Councils 	<ul style="list-style-type: none"> ▪ National Center for Healthy Housing ▪ Foundations interested in wellness/health
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Background

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

Possible Programs and Resource Allocation

A team of ASHRAE Planning Committee members including members of the Board of Directors (BOD) brainstormed specific actions and provided the BOD with an estimate of resources.

Table 3 lists the actions and estimated resources.

TABLE 3

FUTURE OF ASHRAE: Organizational Streamlining	
Objectives impacted	Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations
	Leverage technology to increase member engagement, awareness and value
	Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings
	Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency and effectiveness
Key Milestones/ Timeline	<ol style="list-style-type: none"> 1. Review of current organizational metrics and processes (3 months). 2. Identification of priorities and development of recommendations (3 months). 3. Phased implementation of recommended improvements (12-24 months). <p><i>*Additional timing considerations tied to metrics below.</i></p>
Resources	DRCs, TAC, CEC, BOD, Active Chapter leaders (LeaDRS) with limited Society or Regional experience, Staff
Benefits	<p><u>To the Society:</u> A more efficient and effective operational framework allowing volunteer time, staff talent and other resources to be reinvested in targeted areas to drive this plan.</p> <p><u>To the Member:</u> A more accessible association that is using resources to the highest and best use to advance the profession. Ability to move to market more rapidly will result in increased credibility and relevancy of the society with members and the industry as a whole.</p>
Staff liasion	Joyce Abrams, Director, Member Services and Mike Vaughn, Manager, Research and Technical Services
Responsible committee/ volunteer group	Establish new group such as a Presidential Ad Hoc Committee with representatives from Finance Committee and Planning Committee.

Workplan/Results	<ol style="list-style-type: none"> 1. Evaluate the staff/volunteer support structure to optimize volunteer engagement, efficiency and effectiveness of the Society (e.g. volunteer time efficiency). Present and implement findings to support the delivery of key products and services (e.g. Guidelines, Standards, Research, Publications, and Programs) with less cost, reduced time to market and an advancement in market responsiveness. 2. Redesign leadership/governance structure to support increased operational efficiency and effectiveness of the organization (e.g. Size/makeup of the Board, regional geographic alignment). 3. Targeted streamlining for Committee operational effectiveness through reduction of overlap and optimization of quantity, scopes, and process (e.g. merging of TCs for cross communication, efficiency and effectiveness). 4. Increase efficiency of Winter and Summer by reducing volunteer time, staff time, and financial expenditures at Winter and Annual Meetings by at least 20%.
Interdependencies and Risks	<ul style="list-style-type: none"> ▪ (Risk) Staff and volunteers' ability to objectively rethink how ASHRAE does business.
Key Stakeholders	<ul style="list-style-type: none"> ▪ ASHRAE Membership ▪ Industry ▪ Leadership of the Board/Councils and committees affected

INITIATIVE 4 – IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT

Background

ASHRAE must evaluate and develop methods to better integrate chapter/regional engagement within the Society. A more supportive and involved strategy to chapter and regional oversight will eliminate variability and guarantee that all ASHRAE members experience a strong and valuable connection to the local and societal components.

Possible Programs and Resource Allocation

A team of ASHRAE Planning Committee members including members of the Board of Directors (BOD) brainstormed specific actions and provided the BOD with an estimate of resources.

Table 4 lists the actions and estimated resources.

TABLE 4

FUTURE OF ASHRAE: Improvement of Chapter Engagement, Capacity and Support	
Objectives impacted	Infuse energy, vitality and diversity throughout ASHRAE events, programs and services
	Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies to drive value for ASHRAE members
	Leverage technology to increase member engagement, awareness and value
	Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings
	Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency and effectiveness
Key Milestones/ Timeline	<ol style="list-style-type: none"> 1. Review of current Chapter support measures and processes, including Manual of Chapter Operations (3 months). 2. Assessment of association best practices for chapters. 3. Identification of priorities for process improvement and development of new tools to support chapter success (3 months). 4. Development of work plan and specification of deliverables, milestones, funding and resources (6 months). 5. Execution of work plan and deliverables; monitoring of progress and adoption (Year 1.5 to Year 5)
Resources	Manual of Chapter Operations; Basecamp
Benefits	<p><u>To the Society:</u> Streamlined processes allow for chapters, regional leadership and the society to share resources and information. Accountability for chapter success is clearer with standardized guidelines and performance metrics. The Society will receive additional revenue resulting from increased Chapter member recruitment and retention</p> <p><u>To the Member:</u> Ability to more deeply and more meaningfully engage with ASHRAE's mission without added bureaucracy.</p>
Staff liasion	Joyce Abrams, Director, Member Services
Responsible committee/ volunteer group	MP, GAC, CTTC, ASHRAE Marketing department

Workplan/Results	<ol style="list-style-type: none"> 1. Develop and adopt a standardized Society-wide system for collecting, recording and benchmarking Chapter-level data and performance metrics. System shall provide an efficient and streamlined process for the exchange of resources and information among Society, Regional leadership and the Chapters. 2. Develop and standardize program guidelines, training, and associated resources based on best practices for all ASHRAE Chapters. (templates, examples, CRC and centralized training) 3. Establish a local “Chapter Coach” position/role within each chapter with specified duties to mentor Chapter officers/chairs and coordinate collaborations with outside groups. 4. Expand the Distinguished Lecturer program and redevelop the Short Course business model to increase Chapter access and use.
Interdependencies and Risks	<ul style="list-style-type: none"> ▪ (Risk) Ensuring sufficient resourcing to Chapters. ▪ (Risk) Further complexity in Chapter operations.
Key Stakeholders	<ul style="list-style-type: none"> ▪ Chapter leadership ▪ Industry Associations and Organizations including USGBC, AIA and IFMA ▪ ASHRAE Members ▪ Universities

**REPORT TO THE BOARD OF DIRECTORS
From the Planning Committee
As of October 27, 2018**

Recommendations for Board Approval:

MOTION 1:

Planning Committee recommends to the Board of Directors that it approve new ASHRAE Mission and Vision statements as follows:

Mission: *To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.*

Mission Background: The current mission statement is: *To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.* The recommended mission statement adds a reference to allied arts and sciences found in the ASHRAE Certificate of Consolidation ("allied fields" such as physiology, economics, and others) to emphasize their relevance to ASHRAE's work.

Vision: *A healthy and sustainable built environment for all*

Vision Background: The current vision statement is: *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.* The recommended vision statement is concise and memorable, eliminates redundant wording in the current mission and vision statements, and introduces references to buildings as influencers of health and to built environment to emphasize that ASHRAE's scope encompasses buildings as integrated systems.

FISCAL IMPACT: None

(10-0-0, CNV) MOTION PASSED

MOTION 2:

Planning Committee recommends to the Board of Directors that it approve the draft *ASHRAE 2019-2024 Strategic Plan* for final development. (**Attachment A**)

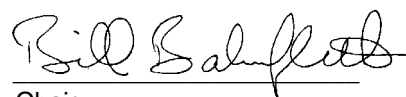
ASHRAE Strategic Plan Background: Based on input from the Board and feedback from other bodies, Planning Committee has developed a draft plan with two initiative areas: "Future of ASHRAE" focused on improving organizational efficiency, service to members and member engagement, and "Built Environment of the Future" addressing the important emerging technology areas of resilience and indoor environmental quality and its effects on well-being. Approval of these initiatives will enable Planning Committee to progress to final development of the plan, including estimate of budget impacts, metrics and monitoring procedures, and formatting.

Fiscal Impact: To be determined in the next phase of work.

(10-0-0, CNV) MOTION PASSED

October 27, 2018

Date


Chair

Attachment C

2019-2024 Strategic Plan Rollout Brainstorming Session

On October 27, Planning Committee (PLC) Monitoring Subcommittee (MSC) conducted a brainstorming session for ideas on the 2019 SP Roll Out in June 2019. The following are transcribed flipchart notes with some editorial expansion to improve readability and comprehension.:

I. Flipchart Notes

<p>Roll Out</p> <ul style="list-style-type: none">• Historical• Engagement• Education• Promotion• Press Releases<ul style="list-style-type: none">○ Tie in with ASHRAE Anniversary?○ Countdown to release?
<ul style="list-style-type: none">• Inform affected committees early• Introduce SP to all three council meetings/RAC/TAC and TC breakfast with briefings in Atlanta• SP Briefings in Atlanta (initially without budgets)• Done by planning committee liaisons with councils/committees<ul style="list-style-type: none">○ Provide draft plan prior to Atlanta○ Hold Briefings in Atlanta○ Invite input by month after Atlanta meeting• Hold webinars at spring committee web calls, part of their spring calls• Put info in ExO briefing PowerPoint for June• Important to engage RAC
<ul style="list-style-type: none">• They (councils, committees) will need info to help them<ul style="list-style-type: none">○ Anticipate○ Plan (MBO's and workplans)○ Provide feedback• Public Forum in Atlanta?• Plenary Session – short update• Marketing to propose marketing plan and collateral for June (draft plan to be provided for Planning Meeting in Atlanta)• Rollout to Affiliated Associations after official rollout• Mick to coordinate with ExCom to have Sheila and Darrell coordinate announcements in Kansas City.
<ul style="list-style-type: none">• DL Slide show to be updated• Broadcast emails• Incorporate in GGAC collateral (including funding-centric stuff)

- DC leadership meetings

II. Preliminary Conclusions

The consensus gathered from the brainstorming session was the following;

Engagement

- Provide draft of 2019 SP to councils and committees prior to the Atlanta meeting so they can distribute and read prior to Atlanta meeting.
- Schedule Forum in Atlanta to solicit attendee input
- Staff to investigate setting up blog or forum on ASHRAE website to gather comments
- Liaisons and ExOs to brief councils and committees at their meetings in Atlanta, including TC Chair Breakfast, emphasizing such things as;
 - Board has approved in principal the content and initiatives of the Plan
 - Feedback and comments are welcome until a month after the
 - The plan had to be focused on the most important initiatives, other ideas may be tacked in other ways Atlanta meeting
 - Budgets will follow when the budget is approved in spring and will be revealed after the budget but before Kansas City to the councils and committees.
 - Start incorporating initiative work plans into MBO's now to hit ground running after Kansas City
- Provide briefings at spring Council and committee web meetings to update them on approved budgets (after finance approval in Spring)

Roll Out and Communication Plan

- To be presented as draft to Planning committee in Atlanta and include the following ideas considered
 - Short Update at Plenary Session in Atlanta
 - Consider tying announcements in to 125 Anniversary celebrations in Kansas City.
 - Website and print collateral
 - Giveaways (pins or stickers etc.) ?
 - Announcements by Darrell and Sheila to be coordinated with ExCom (Mick to help facilitate)
 - Announcements to affiliated societies required
 - GGAC collateral required
 - Broadcasting
 - DL Slideshow
 - Budget for rollout?