



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE WEB MEETING

Wednesday January 11, 2017
9:00 am – 11:30 am

Note: These minutes were approved by the Planning Committee on January 27, 2017 and are the official record of the meeting.

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ACTION ITEMS
 Planning Committee Meeting
 January 11, 2017

<u>No. - Pg.</u>	<u>Responsibility</u>	<u>Summary of Action</u>	<u>Status</u>
1 – 5	Balaras/McGinn, Gray	Consider Society Themes for 2017-18 and initiatives, by subcommittees; Provide comments to PEAC, if necessary.	_____
2 – 5	Gray	Review list of global initiatives to avoid duplications or redundancy.	_____
3 - 5	SubC Chrs	Notify PLC members when meetings are scheduled so they may attend if possible.	ongoing
4 - 5	McGinn	Schedule conference call with Ms. Scoggins to discuss path forward for SP and invite PLC leadership to attend	_____
5 – 5	Gray	Include actions and recommended approach to non-members in a mature market	_____
6 – 5	McGinn/Abrams	Redirect regional leadership to undertake Initiative 1A-Drive Employer support – possibly as part of CRCs next year – rewrite this initiative.	_____
7 - 5	Harrod/Vaughn	Schedule a meeting after Las Vegas to discuss Initiative 1B-form MTG to develop the research project and create list of consulting engineering firms for BOD to visit	_____
8 - 5	LeBlanc Comstock-PEC	Action needed on Initiative 1C - Investigate accreditation of educational programs for university credit	_____
9 - 5	LeBlanc /Littleton	Action needed on Initiative 2A -Priorities produced by AdHoc; committee action needed to implement initiatives; committee needs to report on progress.	_____
10 - 6	Harrod/TAC	Action needed on Initiative 2B-Analysis of TC organization; Mr. Harrod will suggest that TAC poll the TCs for input.	_____
11 - 6	Keen/Comstock-PEC	Initiative 3A-Refocus on new vision of ASHRAE. Change from software tools to centralized content; rewrite initiative to include fiscal impact.	_____
12a - 6	Keen-LeBlanc/Boyce	Initiative 3B-Determine status and progress .	_____
12b - 6	Schwedler	Initiative 3B-Send to Mr. McGinn the PEC planning subcommittee report on owner/operator	_____
13 - 6	Harrod/Ramspeck-Stds	Initiative 3C-Performance Based Standards – need to rewrite this initiative; Standards Committee will assist.	_____
14 -6	Keen-LeBlanc/Abrams-Comstock	Initiative 3D-Develop new portfolio of courses to distribute through chapters.	_____
15 - 7	Gupta/Marketing	Dashboard - Provide comments on metrics to quantify impact assessment.	_____
16 - 7	PLC	Discuss in Las Vegas which items should be monitored by Planning Committee and which should be monitored by the Monitoring Subcommittee	_____
17 - 7	Scoggins	Discuss with ExCom the SP milestones & rewrite schedule and ask if ExCom can complete their review by the Long Beach meeting.	_____
18 - 8	PLC	Brainstorm in Las Vegas when the schedule should be developed for the next SP; Come prepared to discuss the process, suggestions for hot topics, priorities over the next 3-4 years.	_____
19 - 11	Balaras/Gray	Send updated Global Strategies report to PLC by January 23 for review and discussion in Las Vegas	_____
20 - 12	PLC	Provide the BOD with an overall update on the direction and progress of the Global Plan and monitoring of the SP	_____
21 - 12	Gray	Update power point presentation on the development process and current status of the Global Plan	_____
22 - 12	PLC	Review draft edits in PLC Reference Manual & MOP and send comments to Mr. Schwedler by January 23.	_____
23 - 12	SubCom Chairs, Balaras	Collect PLC questions and needs for guidance from ExCom; Send to Ms. Scoggins	_____
24 - 12	Gray	Poll Global Community Subcommittee to determine if there is a need to meet at 11:00 am on Friday before PLC meets at 1:00 pm.	_____
25 - 12	PLC	All are invited to attend the pre-PLC meeting at 11:00 am on Friday in Genoa Promenade of Caesars Palace hotel, to discuss and assist the Procedures Subcommittee.	_____

M I N U T E S

PLANNING COMMITTEE WEB MEETING

January 11, 2017

MEMBERS PRESENT: Costas A. Balaras, Chair
 James K. Vallort, Vice Chair
 Dimitris Charalambopoulos
 Chris M. Gray
 John L. Harrod
 Julia A. Keen
 Karine Leblanc
 Tim J. McGinn
 Sarah Poursharafeddin
 Mick C. A. Schwedler
 Hassan A. Sultan
 Bill Bahnfleth, Consultant
 Narayanan S. Chandrasekar, Consultant
 Jeff Littleton, Executive V.P.
 Ginger Scoggins, CO
 Steve Comstock, Staff Director

MEMBERS ABSENT: Ashish Rakheja
 Kenneth R. Goodman, Consultant
 Jennifer Isenbeck, Consultant

GUESTS PRESENT: Walid Chakroun
 Sheila Hayter

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

CALL TO ORDER / OPENING COMMENTS

Chair Costas Balaras called the meeting to order at 9:01 am. He welcomed PLC members, guests and staff. Mr. Balaras reminded everyone of ASHRAE's Code of Ethics to be followed during all PLC meetings. He pointed out that a link to the Planning Committee Rule of the Board, the PLC roster, subcommittee list and action items were included in the agenda for committee members' reference.

Roll Call / Guest Introductions

Mr Balaras asked staff to have roll call of members. A quorum of voting members were present. He also asked guests in attendance to introduce themselves.

REVIEW OF THE AGENDA

Mr Balaras noted that the SP Monitoring Subcommittee has been forwarded to PLC members and was added to the agenda under item 6a. No new items or other comments were made on the agenda. Mr. Balaras asked Mr. Vallort to assist staff to help track action items.

APPROVAL OF MINUTES

The November 23, 2016 PLC web meeting minutes were circulated to PLC members on December 22. Mr. Balaras thanked Ms. Neme for writing the minutes and getting them out well in advance. Minor editorial changes were made to the minutes that were sent to PLC and are included in the attached version. No further comments were received from PLC members.

Mr. Balaras called for a motion to approve the November 23, 2016 PLC web meeting minutes. Mr. Harrod moved and it was seconded

- 1 that the minutes of the November 23, 2016 Planning Committee web meeting be approved as presented.

MOTION 1 PASSED (UVV– CNV)

ANNOUNCEMENTS

Mr. Balaras informed members that Mr. Olesen sent his Society Themes for 2017-18 Presidential year (Attachment 1), which are aligned with the Strategic Plan (SP). The focus is EXTENDING OUR COMMUNITY: EXTEND our global community; EXTEND our technological horizons and EXTEND our value to members. These themes are under development by PEAC and will include all three councils and several of their committees. Ms. Scoggins gave a brief overview of the Society themes. Mr. Balaras pointed out that two PLC members are also members of PEAC. Bill Bahnfleth is chairing the PEAC subcommittee working on EXTEND Global Community and Mrs. Keen is serving on the PEAC subcommittee working on EXTEND Value to Members. Mr. Bahnfleth noted that PEAC is working to coordinate some of the work to possibly retool AASA into a global alliance for HVAC&R. AASA may move from a group of societies that have agreement with ASHRAE to broader alliances with a focus on peer groups that speak on behalf of a global community, not just ASHRAE. Mr. Balaras added that AASA could transform into a major role globally; to achieve more as a group of societies. Mrs. Keen reported she is working on how to bring value to members (students and young engineers) inside and outside of North America with strategies identified to better serve members.

Mr. Balaras added that Max Sherman is chairing the subcommittee on Technological Horizons; Mrs. Keen will be the liaison to PLC in this effort.

PLC Subcommittee Chairs have received the communication on the Society Themes for 2017-18 and the detailed list of initiatives. Relevant information should be considered by their subcommittees. If necessary, provide comments to PEAC.

AI 1

Ms. Scoggins summarized an updated list of the status of various global initiatives across the Society (Attachment 2). that was first circulated during the Fall PLC meeting. Mr. Littleton added that the purpose of the list was to provide a surface overview of what global activities ASHRAE is currently doing and pointed out the need for PLC to review the list to avoid duplications or redundancy. Mr. Balaras thanked Mr. Littleton and stated there is a need to organize and use this valuable information on the various activities. He emphasized that some aspects and elements of the evolving global plan have been initiated in some form and that this information can benefit the work of the Global Community Subcommittee, in order to avoid duplications or redundancy.

AI 2

OLD BUSINESS

Action Items

- | | | | | |
|-------|-----------------|---|-----------------------------------|------|
| 1 – 4 | McGinn | Work on SP Dashboard Report to the BOD | Complete. | |
| 2 – 4 | Gray
agenda) | Give feedback to Marketing about providing
Professional help for website interface | Complete (motion ready on today's | |
| 3 – 4 | Subc Ch. | Notify PLC when meetings are scheduled. | Ongoing | AI 3 |
| 4 – 4 | Neme | Send Doodle poll for January 11 web meeting | Complete. | |

5 – 5	McGinn	Arrange conference call with Ms. Scoggins, invite PLC leadership to discuss path forward for SP.	Ongoing	AI 4
6 – 5	Neme	Send PLC members an invitation to Basecamp	Complete.	
7 – 5	Gray	Remove BOD action item re: PLC budget will be used for website upgrade.	Complete.	
8 – 6	Gray	Submit recommendations on BOD AIs agenda)	Complete (motion ready on today's agenda)	
9 – 7	Gray	Include actions and approach to non-members Training analysis) in a mature market.	Ongoing. (Part of Globalized Training analysis)	AI 5
10 – 7	PLC	Read 2015-16 Global Subcommittee report	Complete.	
11 – 7	Gray	Prepare first draft report to the BOD for PLC.	Complete (on today's agenda).	
12 – 7	PLC	Review optional key initiatives report	Complete (no new requests).	
13 – 7	Comstock	Create survey monkey so PLC can rank the Top five initiatives.	Complete.	
14 – 7	Schwedler	Send proposed revisions of PLC governing Documents to PLC for review	Complete (on today's agenda).	
15 – 8	PLC	Watch out for a letter ballot before Christmas From Global Community subcommittee.	Closed.	

SUBCOMMITTEE REPORTS

Strategic Plan Monitoring - SP Update 2016

Mr. McGinn thanked subcommittee members, John Harrod, Karine Leblanc, Julia Keen and Sarah Poursharafeddin for their work on the report (Attachment 3). Updates to this report will be posted on Basecamp. The following summary of the presentation identifies relevant Action Items undertaken by the subcommittee.

Initiative 1A – Market Prioritization. Drive Employer Support

Need to rewrite initiative. Midterm Update Recommended.

AI 6

Initiative 1B – Market Prioritization. Measuring and Broadcasting ASHRAE Impact and Key Constituency Outreach

Mr. Harrod added there has not yet been a IAST.MTG meeting; and no consistency of conference calls. A meeting will be held after Las Vegas. Midterm Update Recommended.

AI 7

Initiative 1C – Market Prioritization. Grow ASHRAE Influence at Universities; pursue HVAC courses for university students and promote growth of student branches globally.

President Tim Wentz' initiative on bEQ will roll out in Las Vegas. Investigate accreditation of educational programs for university credit.

AI 8

Initiative 2A – ASHRAE Efficiency. Form an ad hoc committee to review opportunities to streamline procedures and better utilize volunteer resources (time management).

Priorities produced by AdHoc; committee action needed to implement initiatives; committees need to report on progress; this will be part of SP rewrite. Midterm Update Recommended.

AI 9

Initiative 2B – TC Reorganization. A full assessment of TC organization; SWOT analysis of TC status reported to Tech Council.

Mr. Harrod added that TAC is working on these recommendations; Mr. McGinn asked Mr. Harrod and he agreed to suggest that TAC poll the TCs for input. Midterm Update Recommended. AI 10

Initiative 2C –ASHRAE Efficiency - Consolidation, Partnerships and Joint Ventures. Perform environmental scan of organizations to align and collaborate opportunities.

Ongoing initiative (consolidation of ASHRAE and IAQ is complete; CIBSE agreement complete); AASA Global Alliance initiative ties into this.

Initiative 3A – Applied Product Development. Develop software tools and mobile apps.

Need to rewrite initiative to reflect the new direction of publishing and include fiscal impact.

Mr. Comstock added online access is available for free to ASHRAE content; HB enhancements to come; technology portal to come before Las Vegas meeting with more robust virtual access. Midterm Update Recommended. AI 11

Initiative 3B – Applied Product Development. Owner/Operator Focus Groups.

This initiative is no longer a focus; Darryl Boyce is chairing an Ad Hoc; will need to rewrite this initiative to include the ad hoc recommendations. Midterm Update Recommended. AI 12a

Mr. Schwedler added that a PEC planning subcommittee is working on this (owner/operator) and he will send Mr. McGinn the report. AI 12b

Initiative 3C – Applied Product Development. Performance Based Standards. Work with other standards development organizations (SDOs) to understand how and when to migrate from prescriptive to performance based standards.

Working with Claire Ramspeck to rewrite this initiative. Mrs. Ramspeck added that Standards Committee discussed this. Caution is needed about this direction due to ANSI rules; what and how items go into standards cannot be dictated; Standards Committee can encourage but not recommend this as a policy. Mrs. Ramspeck agreed that Standards can help rewrite this. Mr. Harrod added that Standards will address this issue over the next cycle. AI 13

Initiative 3D – Applied Product Development. Develop a technical course program that can be distributed through ASHRAE’s chapters.

The intent is to develop a new portfolio of courses; Steve Comstock and Joyce Abrams were asked and agreed to work on rewrite of this initiative (have a blue sky approach for new products, but need to be careful to avoid cannibalizing existing offerings) and update the fiscal impact before the Las Vegas meeting. Midterm Update Recommended. AI 14

Initiative 4A – Global Community. Global Membership Assessment and Development of Global Strategy.

This initiative is complete. Stretch goals on implementation; adjust it to add PEAC presidential theme items; Aspirations from Development Committee. Rewrite to reflect aspirations on Global Plan. Midterm Update Recommended.

Initiative 4B – Global Community. Global Study with a consultant to evaluate ASHRAE’s opportunities.

This initiative is complete. Adjust to reflect progress; three recommendations being implemented are web site restructuring, marketing – brand promise, and global training. PLC is working on developing a global plan for other recommendations. Midterm Update Recommended.

Initiative 5A – Residential Sector. Drive residential partnerships and collaboration; jointly develop training programs and perform research into improving the residential built environment

Residential Building Committee (RBC) is now responsible for completing the initiative. Midterm Update Recommended.

DASHBOARD – Tracking SP progress in two ways:

- Initiatives progress indicators (progress as a bar chart)
- Impact with Outcomes and Measures.

The impact of some initiatives is easily measured (numbers from staff); some are more difficult to measure and may have to consider some other metrics.
Brainstorm in Las Vegas to determine if outcomes and measures are easily measured. Requested comments/input from marketing.

AI 15

Initiative progress indicators, December 2016:

1. Market prioritization: Member Passion and Cord Market	27%
2. ASHRAE Efficiency: Organizational Assessment	30%
3. Applied Product Development	26%
4. ASHRAE's Role in Global Community	100%
5. ASHRAE's Role in Residential Sector	25%

Impact: Outcomes and Measures

A. Measurable Improvement of EUIs and IEQ	Metric under development
B. Five percent increased Membership over 5 years	6.5% over last 2 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%	13.1% over last 2 years

2017 Update Recommendations

Issue mid-term initiative updates:

- Revision Initiative 1a and 1b – Employer Support Visit Program
- Rewrite Initiative 2a – Effective use of Volunteer Resources
- Initiative 2b – Implementation of Specific goals to improve TC organization
- Rewrite Initiative 3a to reflect change in goals for ASHRAE Electronic Publishing
- Re-focus Initiative 3b – Owner/Operator Focus Groups
- Rewrite Initiative 3c – Performance based standards, to reflect progress to date
- Rewrite Initiative 4 to reflect progress and stretch goals for ASHRAE's global plan
- Rewrite Initiative 5 to reflect stretch goals for ASHRAE's residential building committee
- Continue to consider new initiatives.

2017 Plan Update Major Milestones (for Long Beach meeting) and recommended timeframe

- Confirm with ExCom that SP is a five year plan (Las Vegas meeting)
- Complete initiative updates for spring BOD meeting (e.g. rewrite to reflect redirection of some initiatives; progress with Global Plan, new initiatives from Mr. Olesen or other suggestions from Ms. Hayter)
- Recommend to ExCom new and revised initiatives that should be incorporated into the SP (Spring BOD meeting)
- Update and simplify Desired Outcomes so that they can be more realistically monitored and measured (spring 2017)
- Solicit ExCom approval of proposed revisions and draft of new Toolkit, implementation and SP documents (spring 2017)
- Publish new Toolkit, Implementation and SP documents (May 2017)
- Develop with staff a SP update communication plan for Long Beach Annual Meeting

Mr. McGinn pointed out that these require a lot of work and may overload the Monitoring Subcommittee. Which items should be monitored by Planning Committee will be discussed in Las Vegas.

AI 16

Ms. Scoggins indicated that the proposed timeframe appears realistic and that complete mid-term SP assessment/update should be completed by Long Beach. She will discuss the schedule with ExCom and try to have a response by the Long Beach meeting.

AI 17

Mr. Littleton added that a mid-term update of the SP is a good idea and asked about the schedule for development of the next SP (e.g. start the process in 2018? consider the need for a consultant-facilitator? How to initiate what's next?). All agreed this topic should be discussed in Las Vegas. Mr. Balaras added the discussion should include how the timetable should evolve, what worked in the past and what didn't work; what new ideas should be considered, what are hot topics over the next 3-4 years and what ideas should be priorities. He asked PLC to send him some ideas between now and the Las Vegas meeting.

Mr. McGinn asked the group for information on how the SP was developed initially.

Mrs. Keen pointed out the importance of looking at where we are now in the SP; why we have not progressed in certain areas and how we can improve in those areas.

Mr. Littleton noted that before looking ahead and the need for SP updates, may need a 3-year plan; Consider Presidential theme initiatives, how they relate with each other, and the need for continuation.

Mr. McGinn underlined the need for PLC support in order to assist the SP Monitoring Subcommittee for rewriting the initiatives. PLC needs a starting point as to how to engage with the Subcommittee and will assist them. Mr Balaras requested that the Subcommittee develops a draft with specific recommendations and needs for additional support.

Mr. Balaras asked Ms. Scoggins if the BOD will have what it needs in Las Vegas with this information. Ms. Scoggins clarified that an update of the SP is satisfactory and that there is currently no need for an entire rewrite. Mr. Balaras indicated details will be provided to the BOD from the Power Point overview with a focus on the dashboard for the mid-term assessment.

Global Community Subcommittee Report

Mr. Gray reported the Global Community Subcommittee reviewed the three Board action items and developed motions for each one, as follows:

Action Item 1. That the Board of Directors improve the content of the ASHRAE website in order to increase usability and attract a larger member and non-member base to support the Strategic Plan global initiative for the 2016-17 Society year. [Assign to Marketing and request that they investigate and make recommendations from a global perspective to Planning Committee for their consideration with respect to Society's Strategic Plan].

Motion #1

Global Community subcommittee recommends that PLC submit to Marketing the following comments for their consideration during the ASHRAE website redesign

- The budget for a website redesign should not come from the PLC budget, but should come from the more high-level funding
- Oversight of the redesign should come from the PLC committee with a focus on Global usability
- Marketing should investigate regional-specific advertising revenue and add to budget request to justify future expenditures or potentially even to fully fund the redesign.
- The new website should be forward-looking with respect to technology adaptation and should be mobile-friendly and platform neutral (to the extent possible)
- Multiple proposals from various companies should be sought. These companies should be from inside and outside North America; and the RFI/RFP process should be run by various ASHRAE committees in order to capture various emphasis areas.

Background: In response to Board Action Item 17-8#1, PLC received the recommendations from Marketing on the website redesign. The global Community Subcommittee was assigned by PLC to consider the various aspects from a global perspective and provide recommendations in collaboration with Marketing. The cost for the website redesign is not to be covered by the PLC budget, as per ExCom recommendation during an 11/11/16 Global Community Subcommittee web meeting. Furthermore, ExCom has indicated that translations into other languages are housed under the regions and they should cover the costs of that area.

Fiscal Impact to PLC: \$0

Mr. Littleton pointed out that Electronic Communications Committee should also be involved since this is a complete website redesign. Mr. Gray reiterated that these are only some recommendations from global perspective.

Mr. Balaras indicated Motion #1 was on the floor for consideration and called for a vote.

MOTION 1 PASSED - UVV (CNV)

Action Item 2. That the Board of Directors adopts a more professional and brand-oriented marketing approach. [Assign to Marketing and request that they investigate and make recommendations from a global perspective to Planning Committee for their consideration with respect to Society's Strategic Plan.

Motion #2

Global Community Subcommittee recommends that PLC submit to Marketing the following comments and actions for their consideration during the ASHRAE brand-oriented marketing approach:

- Set up ongoing discussions with Global Community Sub. To discuss and guide current Marketing initiatives
- Add a "Feedback Button" to the website to target member and non-member feedback
- Implement weekly sweeps of the ASHRAE website with a monthly target (to be developed by you) of documents to be updated with current brand in order to complete all document transition to new branding within one year.
- Internally brainstorm methods to target non-members with meaningful ASHRAE content
- Initiate a survey to our current membership in established and emerging markets on feedback regarding ASHRAE brand image and ways they engage with ASHRAE (pc, tablet or mobile) and what social apps they use beyond where ASHRAE has a presence
- Segment Real Magnet Email database to implement tailored messaging to contacts in established and emerging markets with a focus on targeted messages to members and non-members.

Background: The impact of branding and marketing significantly impact the potential success of any Global Strategy initiative currently underway or proposed. Therefore, a consistent brand presentation and appropriate brand awareness must be achieved across all ASHRAE markets and channels. A key to successful brand presentation is awareness of the channels in which our global community interact with ASHRAE so the brand can be appropriately advertised. Therefore, the set of recommendations have been developed in collaboration with Marketing to build upon and strengthen the ongoing efforts of ASHRAE's Marketing group.

Fiscal Impact to PLC: \$0

Mr. Balaras indicated Motion #2 was on the floor for consideration and called for a vote.

MOTION 2 PASSED - UVV (CNV)

Action Item 3. That the Board of Directors develops and expands train-the-trainer programs in select, key locations to improve and broaden service to membership. [Assign to Pub/Ed Council and request that they investigate and make recommendations from a global perspective to Planning Committee for their consideration with respect to the Society's Strategic Plan].

Motion #3

Global Community Subcommittee recommends that PLC approves the PEC Global Training Plan included in Attachment A for immediate implementation with a cost of \$200,000 from the 2016-17 PLC budget.

Background: The Global Community Subcommittee of the PLC has worked collaboratively with PEC to develop a comprehensive global training initiative for markets where ASHRAE's influence is established and those where ASHRAE's influence is emerging. Specifically, PEC and PLC have developed a plan to build, establish, and deliver market-focused training programs to be delivered via local trainers in the European and Middle Eastern markets. It is anticipated that PLC would continue to monitor progress and provide guidance to PEC during the implementation of the Global Training plan.

Fiscal Impact to PLC: \$200,000

After some discussion regarding the high expenditure to be made between now and June, Mr. Comstock clarified that the cost would cover content development and travel needed to assemble two authoring teams in the Middle East and Europe; and honorariums to rewrite courses, etc. Revenue from courses should make this self-sustaining in the future. Additional financial support will be needed if there is a desire to extend the model to other geographical areas. In this case, the budget for future activities may come from PEC or the Development Committee and opportunity funds.

Mr. Littleton asked if PLC was ok with all of the \$200k being spent on training and no dollars to be spent on brand marketing. All were in agreement. Mr Gray also commented that in communication with Marketing there was no major cost beyond routine actions.

Mr. Balaras called for a vote on Motion #3 currently on the floor.

MOTION 3 PASSED – UVV – 1 Abstention-Julia Keen (CNV) (Mrs. Keen indicated she is too involved in conducting the training)

Global Strategies report (Excerpt of First Draft is below) – Chris Gray

Strategic Implications

As a result of the 2015-2016 PLC analysis of ASHRAE's global opportunities, forty-three recommendations emerged from a nine-step research project aimed at transforming ASHRAE to a more inclusive global association and positioning ASHRAE as a global leader bringing in global expertise and knowledge to the HVAC&R industry.

Taken together, the recommendations point to five strategies for ASHRAE to successfully manage and build on its global growth:

- I. Build on and create relationships*
- II. Diversify revenue streams*
- III. Deliver products for segmented markets*
- IV. Engage volunteers to reinforce local relevance*
- V. Promote a "regionalized" value proposition to members and nonmember professionals*

A common thread to each strategy is that "one size does not fit all."

PLC concluded from learning from other associations who have followed paths similar to ASHRAE that flexibility is required to successfully respond membership needs as associations' geographic spreads widen. Similarly, flexibility is required to grow pockets of membership. Once an association is on a path towards expanded global reach, growing membership is essential to creating the critical masses needed to enrich the ASHRAE experience by enabling formation of chapters and by drawing on additional experiences that expand the pool of locally relevant knowledge.

Focus Areas to steer implementation of strategies

Each recommendation highlights a focus area that represents a major infrastructure or process

constituent that can contribute to one or more strategies. Focus areas are not ends. They are means to strategic accomplishments. They are interwoven, with the resources needed to address one focus area often being the same resources to be used for another.

Twenty-one FOCUS AREAS are identified and are grouped around each of the five strategies:

Strategy I. Build on and create relationships.

- *Adopt market centric regional structure to better capitalize on regional relationships.*
- *Become a facilitator in the global HVAC&R economy.*
- *Foster collaboration throughout the building industry to augment the positive impact of ASHRAE's offerings on building performance*

Strategy II. Diversify revenue streams.

- *Focus on generating new revenue streams reaching beyond membership.*
- *Build on educational offerings and bundle sales with additional products.*

Strategy III. Deliver products for segmented markets.

- *Implement procedures to solicit and act on regional customer preferences and expectations.*
- *Expand instructor-led training.*
- *Increase relevance of certification in regional markets.*
- *Use regionally relevant publications to drive global influence*
- *Build on need for standards and globally recognized credibility of ASHRAE standards.*
- *Integrate product offerings.*
- *Capitalize on the chapter volunteer/staff partnership to deliver training and regional conferences.*
- *Create a local point of contact to provide orientation on products and services and deliver other customer support functions.*

Strategy IV. Engage volunteers to reinforce local relevance.

- *Structure membership categories, chapter and regions through market filters.*
- *Provide mechanism that expands volunteer flow into the Society.*
- *Provide staff support to supplement volunteer activity.*
- *Create a volunteer-staff partnership.*

Strategy V. Promote a "regionalized" value proposition.

- *Adapt membership structure to regional preferences and realities.*
- *Become market centric by addressing the "outer" audiences.*
- *Create outreach programs to target all HVAC&R professionals and opinion formers*
- *Structure website to meet "outside" interests along with internal needs.*

A single focus area can support accomplishment of multiple strategies. For example, professional staff supports chapters, adapts publications, localizes training, builds relationships, feeds localized website content, and promotes membership. Extending communication to all professionals will increase sales of training, certification and publications, will influence decision makers in local government, and will grow membership under the umbrella of expanding awareness of the brand promise.

The above Global Strategies report is an ongoing plan to define critical needs and funding needs. At this time, no specific actions are recommended. This report will be completed by the Las Vegas meeting and will outline how our current initiatives fit into the report.

Mr. Balaras asked Mr. Gray to focus on implementation in Las Vegas to be included in the Report to the Board. This would include costs related to each initiative and recommendations linked to specific costs to enable the Board to make decisions. Mr. Gray indicated the report will be ready with

recommendations and actions but the fiscal impact will not be ready by Las Vegas. Mr. Gray agreed to have the report ready by January 23 for PLC to review before the 27th. Mr. Gray asked Mr. Balaras to talk offline the funding needs that Finance will need by spring 2017 for the 2017-18 SY. Mr. Balaras agreed.

Mr. Balaras asked the CO whether the information presented appears satisfactory and in-line with the Board expectations. Mrs. Scoggins agreed that the BOD is interested on an update in the overall direction and progress along with an overall update of the SP not only from the global perspective but also from the monitoring activities.

AI 20

Mr. Balaras requested from Mr. Gray in addition to the Subcommittee report to also enhance the power point that was used during his presentation at the PLC November web meeting, to facilitate an overview to PLC and the Board in Las Vegas on the development process and current status of the Global Plan. Mr Gray agreed and Mr. Balaras will assist.

AI 21

Procedures Subcommittee - Schwedler

Mr. Schwedler recognized the assistance of Mr. Harrod to review and make a first overview of necessary edits in the Rules of the Board pertaining to Planning Committee (section 2.416), the PLC Reference Manual and PLC MOP. The updated drafts of the PLC MOP and Reference Manual are available on Basecamp.

The Procedures Subcommittee plans to recommend that the PLC Reference Manual be split into two sections. The goals are to streamline the Reference Manual while maintaining historical information and knowledge that can assist the committee in the future. Changes to the Reference Manual are located on the first page of the draft. These changes comply with the Rules of the Board. Details may be added with respect to Strategic Plan responsibilities; management and leadership tools in appendices. Historical strategic plans from 2005, 2011 and 2014 to move in appendices (pdfs on Basecamp). The development process of the SP may need to also be included in the Reference Manual for future reference. Currently, there is nothing about the SP implementation in the Reference Manual. A section of recommendations should be added.

MOP Changes. Open forums during Society meetings are listed in the MOP. The MOP should have mandatory procedures; an editorial change from "should" to "shall" was made. Draft Rules of the Board section 2.416 is also located on Basecamp. PLC is not actively involved in two meetings with two-hour open forums from membership. This should be added to the MOP or the Board should be asked if it should be removed.

Mr. Schwedler would like to receive input and comments from PLC on the draft edits in PLC Reference Manual & MOP by Monday, January 23.

AI 22

Mr. McGinn reminded that there is a need to clarify what is stated in the Board-Approved Rules (BAR) and the MOP that PLC needs to meet in Fall & Spring.

Mr. Vallort also asked whether ExCom can clarify whether there is still an intent to hold the open forums that may create a impact the current open forum at the BOD meeting.

Ms. Scoggins offered to collect any relevant questions and get feedback from ExCom. Mr. Balaras will collect from subcommittee chairs any questions and requests for guidance from ExCom that will be sent to Ms. Scoggins for consideration by ExCom.

AI 23

FUTURE MEETINGS

Mr. Balaras asked Mr. Gray if he wishes to have a Global Community Subcommittee meeting in Las Vegas before PLC meets. Mr. Gray will not arrive in time in Las Vegas but he will poll other subcommittee members to see if they wish to meet before he arrives.

AI 24

Mr. Balaras suggested that the Procedures Subcommittee may also meet with other PLC members that may be available to discuss the issues with the PLC governing documents. Mr Schwedler agreed.

Mr Balaras invited all PLC members to attend this subcommittee meeting scheduled from 11:00 am – 12:30 pm on Friday in Genoa, Promenade room of Caesars Palace if they can make it.

AI 25

ADJOURNMENT

Mr. Balaras thanked all PLC members and staff for their time. The meeting was adjourned at 11:33 am.

Respectfully submitted,

A handwritten signature in cursive script that reads "Mary Dean Townsend".

Mary Dean Townsend, Secretary

Attachment 1: Society Themes – Bjarne Olesen

Attachment 2 – Global Initiatives

Attachment 3 – Strategic Plan Update

Distribution: Board of Directors
Planning Committee



Shaping Tomorrow's
Built Environment Today

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Bjarne W. Olesen, Ph.D., R.
President-Elect

Reply to: International Centre for Indoor Environment and Energy
Technical University of Denmark
Nils Koppels Alle 402
Kongens Lyngby, 2800 Denmark
Phone: +4545254117
bwo@byg.dtu.dk

Date: December 29, 2016

To: ASHRAE Staff Directors

Subject: Society themes for 2017/18 presidential year
President Elect Bjarne W. Olesen

The society themes for 2017/18 will be aligned with our strategic plan and focus on the word EXTEND.

The overall topics are listed below:

EXTENDING OUR COMMUNITY

EXTEND our global community

- Increased global presence
- Global Alliance with sister societies
- Developing economies

EXTEND our technological horizons

- Residential design guide and topical conference
- Developing economies design guide and topical conference
- Web cast related to Residential or Developing Economies

• EXTEND our value to Members

- Student members
- YEA
- Members outside NA
- Members inside NA

A detailed list of initiatives is enclosed in the excel file. This list is under development by PEAC and will include all three councils and several of their committees. Several of the initiatives are "business as usual" where the topic is focusing on the society theme.

Society themes for 2017/18 presidential year President Elect Bjarne W. Olesen

Page Two

Several of the initiatives require collaboration between two or more committees. Please make sure that these initiatives are on your agenda for Las Vegas and contact has been established between committees where needed. Please report back to me or to the PEAC member chairing one of our three SubC of PEAC:

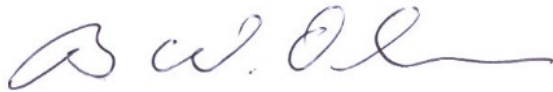
EXTEND our Global Community: Bill Bahfleth, WBahnfleth@engr.psu.edu

EXTEND our technological Horizons: Max Sherman, mhsherman@lbl.gov

EXTEND our values to members: Julia Keen, jkeen@ksu.edu

Thank you for helping the society and me with the themes and initiatives for 2017/18 society year.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'B. W. Olesen', with a long horizontal flourish extending to the right.

Bjarne W. Olesen
President-Elect

Attachment

Globalization Initiatives

Updated Jan. 9, 2017

Below is a simplistic rollup of initiatives underway at ASHRAE to consider *new and different* for markets outside of North America. Well known routine activities are not included. The intent here is to create a fast read 'snapshot' of new globalization initiatives (broad coverage, minimum details).

- 2014 Strategic Plan Initiative 4: ASHRAE's Role in the Global Community
 - 4A -- Conduct a detailed analysis of needs of global members. Develop to serve international members and participate in global markets. Complete.
 - 4B – Learn from consultants and other organizations about best practices for serving the global community. Complete
 - NOTE: PLC proposing updates or rewriting of certain sections of strategic plan. May impact timing of the new strategic plan in 2019? To be discussed.
- Planning Committee Recommendations from St. Louis
 - Original recommendations from PLC after MCI report -- \$200K budget
 - Develop a website presence for specific regions
 - Confused with complete overhaul of the ASHRAE website
 - Strengthen brand marketing outside of North America
 - Train local instructors for educational programs and local content outside NA
 - Global Community Subcommittee of PLC Formed with Chris Gray as chair. Tasked to provide recommendations for spending \$200K to PLC.
 - Detailed review of MCI recommendations
 - Survey conducted of committee.
 - Key initiatives for development and implementation of global strategy developed
 - Recommendations going to PLC in Las Vegas
 - NOTE: Website overhaul moving forward independently. Not included in the \$200K.
- RAL
 - Future of the RAL -- RAL Ad Hoc created by DRC Farooq Mehboob
 - Three assignments:
 - Europe – David Underwood
 - Africa – Richard Rooley
 - RAL Rules and Organization – Ron Jarnagin
 - European Region – Society initiative stated by Bjarne
 - Call for a new Region in the Middle East?

- New Chapters
 - Cypress Section shift to Chapter? (6 Chapters in Europe needed to form a Region)
 - Scotland Section discussed
 - Israel Section discussed
- ExCom Motion
 - Motion to form a European Region made in Bangkok and postponed to Las Vegas.
- REHVA Administration – ASHRAE/CIBSE Strategic Partnership Agreement with REHVA under discussion
 - AiCARR MOU under development
- CIBSE Strategic Partnership Agreement signed
 - Partnering on educational programs in Europe. Proposal under development.
 - Joint development of awards banquet/gala outside of NA or Europe.
 - Joint multi-track meeting in Europe.
 - Joint conference Delivering Resilient HPBs, Loughborough, April 5-6, 2017
- PEC European training initiative
- Middle East
 - UAE Training Center proposal nearing completion supported by Emirates Authority for Standardization and Metrology (ESMA). May Provide staffing and office for 1 year.
 - New proposal from Bahrain? Analysis of Bahrain vs. Dubai.
 - Call for new Region in the Middle East (RAL above)
 - Hot and Humid Climates Conference, Feb. 26-27, Qatar
- Joint CRCs
 - Cost guidelines on Las Vegas ExCom agenda
 - Members Council ad hoc formed (see below)
- AASA as a Global HVAC Society (GHS)
 - Ad hoc set up within AASA to provide recommendations on GHS concept Chaired by Bill Bahnfleth
 - Reviewing AASA member Agreement
 - AASA or Global HVAC Society meeting outside NA (Olesen initiative)
 - New AASA application from ABRAFAC (Brazil)
- New Region in Latin America under discussion?
- Members Council
 - MBO No. 2 – Look at existing Regions and evaluate if more efficient divisions are possible or desired.
 - MBO No. 3 – Explore options for sister Chapters or Student Branches
 - MBO No. 4 – Diversity initiative (includes cultural/geographic diversity)
 - Multi-level discussion of new Chapter concept for countries with a strong national association. Member’s Council ad hoc work on this issue. Report completed 5/28/15.
- KFAS MOU to be considered in Las Vegas
- VDI-GBG MOU to be considered in Las Vegas
- UNDP MOU to be considered in Las Vegas
- UNIDO MOU discussed
- Empower sponsorship of District Cooling Guide for Owners
- UNEP/ASHRAE Work Plan to be signed in Las Vegas

- ASHRAE UNEP refrigerants literacy course to be launched in Las Vegas
- Second course refrigerant management for technicians will follow
- Sustainable Refrigerants Guide – Originally a joint ASHRAE/UNEP project. ASHRAE moved forward independently, but may license back to UNEP
- Fisheries Conference, April 6-8 in Bangkok. Joint event with UNEP, IIR and UNIDO.
- DOE JUMP program outside of North America (ExCom discussion)
- New IEQ-GA Administered by ASHRAE
 - Compiling a list of international standards related to IEQ
- Presidential Ad Hoc on ASHRAE's Role in the Globalization of Standards (Steve Bushby)
 - ISLS recommendation for ISO and international standards completed last fall
 - Reviewing procedures for ASHRAE's adoption of regional and international standards
- Olesen Developing Economies initiatives
 - Focus Student Design Competition on developing economies.
 - Conference in New Delhi, Nov. 2017
 - IEQ/Energy Guide for Developing Economies
 - Cuba outreach as 2017-18 initiative
- Active House
 - Residential Building Committee considering partnering with Active House. Secretariat in Belgium
- International Solar Decathlon Engagement
 - 2016-17 Board Director Initiative to develop dedicated Student building/design competition
 - Olesen initiative to engage in SD's outside of U.S.
- ASHRAE China Student Design Competition (50+ Universities). Best kept secret in ASHRAE.
- Clean Climate and Air Coalition
 - Holding AC Group meeting in Las Vegas with 200 participants
 - Accepted as Actor. Reapplying for Partner status.
- Montreal Protocol engagement and A2L research program to promote low-GWP refrigerants.
- Evolving Global Publications Issues
 - Translations
 - Handbook delivery – Plan to improve delivery by shifting cost from CD to courier delivery in 2018 to be presented in Las Vegas.
 - Chinese edition of *HPB Magazine*
- General Globalization Issues
 - Global Marketing of bEQ
 - ASHRAE Global Impact Day of Service
 - Mergers and Acquisitions Outside of North America (ExCom)
 - International Impacts of CRC vs. Centralized Training Study
 - Growing Interest in Expositions Outside of North America



ASHRAE Strategic Plan

2016 Update

Tim McGinn, Monitoring Subcommittee
Planning Committee
tmcginn@dialogdesign.ca
January 3, 2017

2016 Update



- Progress to Date
- Recommendations for Revisions
- 2017 Plan Update

Monitoring Subcommittee



Tim McGinn

Chair/Ad Hoc bEQ Student
Course/ExCom

John L. Harrod

Tech Council/RAC, Presidential Ad
Hoc on TC Optimization

Karine Leblanc

Members Council/Volunteer Time Ad
Hoc Recommendation
Implementation Member Council

Julia A. Keen

Pub Ed Council

Sarah Poursharafeddin

Residential Committee
Progress/Globalization Plan
Monitoring

Initiative 1 - Market Prioritization



Initiative 1A	Drive Employer Support
Description	Officers and Board Directors meet with top current employers of ASHRAE members to encourage continued time and financial support of ASHRAE volunteers. Follow-up tracking database. The VITAL program is the starting point.
Timeframe	20 visits during 2014–15 Society Year
Cost	\$35,000 annually for travel and collateral materials
Staff	Joyce Abrams
Revenue/Upside	5% North America membership growth
Responsible Party	ExCom

Current Status:

0%

Deemed impractical for ExCom to undertake this commitment. Redirected for Regional Leadership to undertake as an initiative, possibly as part of CRC's. Rewrite of Initiative required.

Initiative 1 - Market Prioritization



Initiative 1B	Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach
Description	Conduct a research program to estimate the impact of ASHRAE standards and technology 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. Conduct 20 visits annually to consulting engineering firms by officers and BOD members to drive support and participation. Develop supporting collateral material specific to consulting engineers (VITAL for consulting engineers).
Timeframe	4 years
Cost	\$150,000 from Research fund and \$35,000 annually for travel and collateral materials
Staff	Mike Vaughn
Revenue/Upside	Strengthen financial support for research. Membership growth (consulting engineers directly; manufacturers indirectly)
Responsible Party	RAC (Research Administration Committee)/Presidential Ad Hoc (Outreach)

Current Status:

20%

Presidential Ad Hoc recommended an MTG be formed to develop the Research Project mentioned above. MTG also tasked to develop list of consulting engineering firms to be visited by BOD and ExCom.

Initiative 1 - Market Prioritization



Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVACR training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across three Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue, student membership growth, seeding future membership growth, greater awareness of HVAC&R among engineers
Responsible Party	Pub & Ed Council/Members Council Collaboration

Current Status:

60%

Sub-initiatives;

1. BEq course being developed, may serve as a template for future course development, rolled out in Vegas.
2. Student Branch growth is doing well, Branch Advisor meeting held at each Winter Meeting.
3. Accreditation initiative needs attention.

Initiative 2 - ASHRAE Efficiency



Initiative 2A	Volunteer Time Management
Description	Form an ad hoc committee to review opportunities to streamline procedures and more effectively utilize volunteer resources.
Timeframe	2014–15 Society Year
Cost	\$20,000 Committee travel
Staff	Jeff Littleton
Revenue/Upside	Improves utilization of primary resource—Society Volunteers. Grows Society productivity and recruitment of volunteers. Product sales rise through faster delivery of better products.
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Three areas of focus completed by ad hoc:

1. Local Volunteering
2. Winter & Summer Conferences
3. Focusing for maximum effect (looking at Standards Committee, Handbook Committees, better internal communication).

Report made, recommendations require action and implementation.

Initiative 2 - ASHRAE Efficiency



Initiative 2B	TC Reorganization
Description	A full assessment of the Technical Committee (TC) organization including responsibilities to meet the needs of ASHRAE in the future. Implement the results of the assessment.
Timeframe	2014–15 Society Year for assessment. Two years for implementation.
Cost	\$15,000 for committee travel
Staff	Mike Vaughn
Revenue/Upside	More efficient contributions to Handbook, conference programs, standards. Improves products and grows revenue.
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Ad Hoc did a SWOT analysis as a basis of their report. Tech Council review the results and implement as applicable. Follow-up with Tech Council ongoing.

Initiative 2 - ASHRAE Efficiency



Initiative 2C	Consolidation, Partnerships, and Joint Ventures
Description	Perform environmental scan of organizations watching for opportunities to align and collaborate with other organizations. Actively pursue the opportunities as they arise.
Timeframe	As opportunities arise over next 4 years
Cost	\$100,000 over 4 years
Staff	Jeff Littleton
Revenue/Upside	Membership growth, expanded market for products and services.
Responsible Party	ExCom

Current Status:

40%

- Attempted merger with NEBB shelved
- Consolidation of ASHRAE and the Indoor Air Quality Association complete
- New CIBSE Strategic Partnership Agreement complete
- Confidential discussions on another affiliate merger underway

Initiative 3 – Applied Product Development



Initiative 3A	Develop software tools and mobile apps focused on professional applications
Description	Develop market-ready software tools and apps for consulting engineers and other key constituencies to use in their daily professional activities.
Timeframe	4 years for multiple programs
Cost	\$25,000 in year 1, \$15,000 in the following years.
Staff	Steve Comstock
Revenue/Upside	Possible sales of product
Responsible Party	Pub & Ed Council

Current Status:

60%

Refocus initiative on new vision of ASHRAE Electronic Publishing & Products

- Centralized content (Subscription & Retail access, easily viewable on device)
- Centralized authoring
- Deliver solutions with data (move away from Apps or CD's towards all online access)
- Phase out PDF technology to IP access solutions

Initiative 3 – Applied Product Development



Initiative 3B	Owner/Operator Focus Groups
Description	Collect ASHRAE member demographics on owners/operators around the world. Conduct three focus groups to understand owner/operator opportunities (one outside the U.S.). Three groups at 7 per group plus facilitators (volunteer led with staff support). Based on the results on the focus groups, develop products and services such as use Standard 180 as the foundation of a fundamentals of a high performing building operations and maintenance training course. Explore co-branding with BOMA or IFMA at zero development cost to them provided they provide marketing support and committee volunteers.
Timeframe	2014–15 Society Year
Cost	\$25,000 during 2014–15 for travel, facilities. \$90,000 for course development.
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Membership growth.
Responsible Party	Members Council/Pub & Ed Council

Current Status:

25%

This initiative is no longer a focus of the PEC or Members Council and has been primarily driven by an Ad Hoc chaired by Darryl Boyce. One focus group meeting has been held. Pending review of the focus group report, it may be appropriate to expand this initiative to reflect the recommendations from the Ad Hoc.

Initiative 3 – Applied Product Development



Initiative 3C	Performance Based Standards
Description	Work with other Standards Development Organizations (SDOs) both domestically and globally to understand how and when to migrate from prescriptive to performance based standards.
Timeframe	1 year
Cost	\$10,000 for transportation
Staff	Claire Ramspeck
Revenue/Upside	Possible sales of product
Responsible Party	Tech Council

Current Status:

10%

Tech Council reported they were going to work with other Standards Development Organizations (SDOs) both domestically and globally to understand how and when to migrate from prescriptive to performance based standards. It appears TC can't get past whether prescriptive standards should be migrated. Is this initiative stalled?

Initiative 3 – Applied Product Development



Initiative 3D	Develop a technical course program that can be distributed through ASHRAE's chapters
Description	Develop a portfolio of programs and courses that chapters can offer to their membership. These courses should support continuing education of the consulting engineering community. The goal is to provide the chapters with world class course material to get members to attend local chapter meetings and attract new members. It may require instructor training as well.
Timeframe	4 years for multiple programs
Cost	Volunteer time
Staff	Joyce Abrams
Revenue/Upside	Membership growth; increase ASHRAE's exposure to professionals; revenue for chapters
Responsible Party	Pub & Ed Council/Tech Council/Members Council

Current Status:

10%

This initiative was explored and determined that the mechanisms already exist. This initiative should be rewritten to direct CTTC and PDC to collaborate on developing the portfolio of courses. Budget will likely be required.

Initiative 4 – Global Community



Initiative 4A	Global membership assessment and development of Global Strategy
Description	Conduct detailed survey of members outside North America to understand how ASHRAE can serve them more effectively. Prepare a Global Strategic Plan for BOD on how to effectively and quickly establish ASHRAE's role in the global community.
Timeframe	2014–15 Society Year
Cost	\$15,000 for consultant to audit questions; survey conducted directly by ASHRAE
Staff	Joyce Abrams
Revenue/Upside	Contributes to long-term membership growth.
Responsible Party	Planning Committee

Current Status:

100%

This initiative is complete and in the Implementation Phase.

Initiative 4 – Global Community



Initiative 4B	Global Study with a consultant to evaluate ASHRAE's opportunities
Description	Work with a consultant such as MCI to ascertain what ASHRAE's opportunities are globally and develop some business models to achieve the goals. This material will be included in the Global Strategic Plan development in Initiative 4A.
Timeframe	2014–15 Society Year
Cost	\$100,000
Staff	Steve Comstock
Revenue/Upside	Contributes to long-term membership growth and strengthens the exposure and role of ASHRAE in the global community.
Responsible Party	Planning Committee

Current Status:

100%

This initiative is complete and in Implementation phase; three initiatives currently being implemented are web site restructuring, marketing - brand promise and global training

Initiative 5 – Residential Sector



Initiative 5A	Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment.
Description	Leverage the strength of other organizations in the residential market. Work with other organizations to develop training programs and perform research.
Timeframe	2014–15 Society Year
Cost	\$10,000 per year to attend partner meetings. \$100,000 for training and education programs. Research budget TBD.
Staff	Steve Comstock
Revenue/Upside	Stronger position in residential market; product development/sales
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Presidential Ad Hoc issued a report that led to the forming of the Residential Building Committee (RBC), the RBC is now responsible for completing the initiative. The RBC is progressing towards specifically developing collaborations (2 stakeholder workshops undertaken), Residential Green Guide under development.

DASHBOARD



StrategicPlan STARTING 2014

Initiative Progress Indicators - December 2016



Impact: Outcomes and Measures

A Measureable Improvement of EUI's and IEQ	Metric under development
B 5% Increased Membership over Five Years <small>(As of 11/30/2016, Membership Dashboard)</small>	6.5% 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% <small>(As of 10/01/2016, chapter and society volunteer stats)</small>	13.1% over last two years

2017 Update Recommendations



Issue Mid-Term Initiative Updates;

1. Re-vision Initiative 1a & 1b - Employer Support Visit Program
2. Rewrite Initiative 2a – Effective use of Volunteer Resources
3. Initiative 2b – Implementation of Specific goals to improve TC Organization
4. Rewrite Initiative 3a to reflect the change in goals for ASHRAE Electronic Publishing

2017 Update Recommendations



5. Re-focus Initiative 3b – Owner/Operator Focus Groups
6. Rewrite Initiative 3c – Performance Based Standards to reflect progress to date
7. Rewrite Initiative 4 to reflect approved and stretch goals for ASHRAE's Global Plan
8. Rewrite Initiative 5 to reflect stretch goals for ASHRAE's Residential Building Committee
9. Continue to consider new initiatives

2017 Plan Update Major Milestones



1. Confirm with ExCom that the Strategic Plan is a five year plan (Las Vegas Meeting)
2. Complete initiative updates (for Spring Board Meeting)
3. Recommend to ExCom new and revised initiatives that should be incorporated into the Plan (Spring Board Meeting)
4. Update and simplify Desired Outcomes so they can be more realistically monitored and measured (Spring 2017)
5. Solicit ExCom Approval of proposed revisions and draft of new Toolkit, Implementation and Strategic Plan Documents (Spring)
6. Publish New Toolkit, Implementation and Strategic Plan Documents (May 2017)
7. Develop with Staff a Strategic Plan Update communication plan for the Long Beach Annual Meeting