



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE WEB MEETING

Tuesday, October 11, 2016
9:30 – 11:00 am

Note: These draft minutes were approved by the Planning Committee on November 23, 2016 and are now the official record.

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October 11, 2016

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ACTION ITEMS

Planning Committee Meeting
October 11, 2016

<u>No. - Pg.</u>	<u>Responsibility</u>	<u>Summary of Action</u>	<u>Status</u>
1 – 4	McGinn	Work on Dashboard Report to the BOD on strategic planning.	<u>ongoing</u>
2 - 8	Global Community Subcommittee	Give Marketing Staff feedback about providing professional help for the interface of the website; ideas on developing proof of concept.	_____
3 - 8	Global Community Subcommittee	Collaborate with Marketing Staff and PubEd Council in order to recommend specific implementation actions for PLC to consider and move forward during the next conference call, if appropriate	_____
4 – 9	Subcommittee Chairs	Let PLC members know when your meetings are scheduled.	_____
5 - 9	PLC members	Have a member of PLC contact Mr. Schwedler and give him assistance on updating the PLC Reference Manual.	_____
6 - 9	Neme	Send a Doodle Poll to schedule the next 2 PLC conference calls – a. November 21 2016 b. January 9, 2017	_____ _____

MINUTES

PLANNING COMMITTEE WEB MEETING

October 11, 2016

MEMBERS PRESENT: Costas A. Balaras, Chair
 James K. Vallort, Vice Chair
 Dimitris Charalambopoulos,
 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
 Jennifer A. Isenbeck, Consultant
 Jeff Littleton, Executive V.P.

MEMBERS ABSENT: Chris M. Gray
 Ashish Rakheja
 Kenneth R. Goodman, Consultant
 M. Ginger Scoggins, CO
 Steve Comstock, Staff Director

STAFF PRESENT: Mary Dean Townsend Exec. Assistant to BOD
 Claire Neme

GUESTS PRESENT: Vanita Gupta, Staff Director
 Joslyn Ratcliff, Manager, EC and Applications

CALL TO ORDER

Chair Costas Balaras called the meeting to order at 9:31am. He welcomed the PLC members and guests. A quorum was present. Mr. Balaras reminded everyone of ASHRAE's code of Ethics to be followed during all PLC meetings. He asked the guests to make self-introductions to the group.

REVIEW OF THE AGENDA

Mr. Balaras noted that one additional attachment was circulated under agenda item 6D. All were in agreement that there were no further changes and the agenda was approved.

Reminder of the Voting Rule: Mr. Balaras reminded PLC members that a quorum is 50% of the voting members of the committee; and all matters shall be decided by a majority of those voting. Also that letter ballots require a majority of the voting membership to cast an affirmative vote and when speaking about an issue/motion, state if you are speaking FOR or AGAINST the issue or motion.

MEMBERSHIP UPDATE

Mr. Balaras pointed out a change in the PLC roster that recently was emailed to members. Effective September 20, 2016, Ben Leppard resigned from PLC and Dimitris Charalambopoulos was moved from consultant to voting member to complete the remainder of Mr. Leppard's term. This is now the latest official PLC roster.

APPROVAL OF MINUTES

Mr. Balaras called for a motion to approve the June 24, 2016 PLC meeting minutes. Mr. Harrod moved and it was seconded

- 1 that the minutes of the June 24, 2016 Planning Committee Meeting be approved as presented.

MOTION 1 PASSED (UVV– CNV).

Mr. Balaras pointed out that there are two versions of the June 24, 2016 PLC minutes. The full version with all of the confidential attachments included was emailed along with the agenda to PLC members only. The other version with no attachments included will be posted on the ASHRAE.ORG website for the public to view. It is important to point out that the attachments are considered confidential and should not be circulated outside of PLC or the Board of Directors.

OLD BUSINESS

Action Items Update

- 1 – 4 Review and address any errors in the MCI report regarding European standards versus US standards. This item is complete. Mr. Balaras noted that a new Presidential Ad Hoc committee on ASHRAE's Role in the Globalization of Standards has been set up. Ken Goodman has also provided some input on European standards for their consideration. Among many other actions, this will be on the radar screen of the Global Plan work that will be discussed under Agenda item #6
- 2 – 5 Discuss and Clarify TC Optimization Ad Hoc report to the Board. Mr. Harrod indicated the final Ad Hoc report was presented to the Board and this item is complete.
- 3 – 5 Mr. McGinn to start work on developing a Dashboard Report to the Board on strategic planning. AI 1
Mr. McGinn indicated this item is ongoing and would be reported on in Las Vegas.
- 4 – 8 Report to the Board the top three PLC recommendations for ASHRAE Global Expansion. This item was completed with Mr. Wessel's Report to the Board in St. Louis. Mr Balaras noted that the outcome and BOD assignments and recommendations to PLC that will be discussed under Agenda item #6
- 5 – 8 Review the RAL report to be sure it does not contradict the MCI report. This item is complete. Mr Balaras noted that The RAL report addresses issues related to regional structure and chapter operations that belong to Members Council. This year, another Ad Hoc created by RAL's DRC is looking at Europe, Africa and RAL Rules & Organization. Again, among many other actions, this will be on the radar screen of the Global Plan work that will be discussed under Agenda item #6.
- 6 – 8 Mr. Balaras finalized MBOs and made PLC subcommittee assignments and arranged for the fall PLC web meeting. This item is complete and will be discussed under Agenda item #6.

NEW BUSINESS

Mr. Balaras presented a Power Point with a detailed summary of the Board action items from the St. Louis Annual Meeting that were included in a letter to PLC from President Tim Wentz. The presentation entitled PLC 2016-17; Past – PRESENT – FUTURE is attached to these minutes as **Attachment A;** (contains confidential information and is not to be distributed outside of PLC and the Board).

Highlights from Mr. Balaras' presentation are as follows:

BOD Action Items and Recommendations from St. Louis:

- Assignments were made to Marketing, Publishing and Education Council and Planning Committee

- \$200k was included in the 2016-17 budget earmarked for implementation of the BOD action items.
- Improve the content of the ASHRAE.ORG website to increase usability and attract a larger member and non-member base to support the Strategic Plan global initiative – Assigned to Marketing.
- Adopt a more professional and brand-oriented approach – Assigned to Marketing.
- Develop and expand train-the-trainer program in select key locations to improve and broaden service to membership- Assigned to Publishing and Education Council

MBOs and Assignments for 2016-17 Planning Committee

Three subcommittees were established:

1. SP Monitoring Subcommittee (McGinn, Chair; Harrod, Keen, Leblanc, Poursharafeddin)

Mr. Balaras updated PLC on the subcommittee's work along two main work elements:

a. The "routine" – BaU responsibility that Planning has on Monitoring & Supporting the existing Strategic Plan implementation, with a fresh look this year on how to clearly monitor & communicate progress;

- Clarify routine responsibility of PLC to support the implementation of the strategic plan
- Create a dashboard report for the Board
- Identify where updates are needed of strategic plan documents intended for internal use like the Strategic Plan Toolkit (e.g. completed items/actions, amend Strategies, for example, Initiative 4 on the Global Community at least for the completed phases)
- Identify where edits are needed to Strategic Plan implementation process (e.g. RBC was missing from the Society structure chart)

b. The evolution of the Strategic Plan

- Identify future needs and priorities so PLC can make recommendations to the BOD on ways to advance the Strategic Plan.

2. Society Global Community Subcommittee Plan (Gray, Chair; Bahnfleth, Chandrasekar, Charalambopoulos, Goodman, Isenbeck, Rakheja, Sultan)

Mr. Balaras indicated that this subcommittee will continue the work on the Society's Global Community Plan so that PLC can present a full report to the Board in Las Vegas. Extensive amount of research, related work and analysis was completed last year, while other relevant efforts have been initiated within the Society that the subcommittee will need to have a good overview and be considered and coordinated to avoid overlaps. Some of the subcommittee work follows:

- Coordinated efforts should be established to avoid overlap of activities.
- Document and communicate the process broadly
- Ensure the initiatives fit well together to streamline efforts toward an overall Society plan
- Identify specific action items for the Board and keep PLC informed and engaged.
- Inform PLC when meetings of the subcommittee will be held so members can stay engaged.

3. Procedures Subcommittee (Schwedler, Chair; PLC members to assist as needed)

- Review of governing documents; recommendations for changes needed
- Keep abreast of the ROB (new version)

Mr Balaras asked for any questions at this stage. Mr. McGinn pointed out that some specific actions are considered completed once Ad Hoc committees complete their work, although they should be considered implemented after they have been considered and acted upon by the responsible Councils or Committees. Other strategies and initiatives (e.g. Initiative 4 on the Society Global Community) are an

integral part of the Strategic Plan and have to be considered in after Board approval is given to do so. Mr. Balaras agreed that this underlines the need to coordinate efforts between the PLC two subcommittees and added that there are some phases and initiatives (e.g. Initiative 4) that have been completed in the existing Strategic Plan. The subcommittee should consider improving or updating relevant documents (e.g. Tool Kit) intended for internal use.

Mr Balaras then continued with an overview of the Board Action Items following St. Louis and the Board recommendations to PLC:

- Board AI 17-8: Improve the content of the ASHRAE Website and adopt a more professional and brand-oriented marketing approach were assigned to Marketing; Develop and expand train-the-trainer program assigned to PubEd Council
The Global Community Subcommittee should collaborate with Marketing & PubEd Council to ensure that possible actions are in line with the global perspective and the Global Plan and to recommend to PLC a plan to execute
- Board AI 22-11: Integrate Developing Economies in the Global Plan
The Global Community Subcommittee should continue their work and incorporate necessary elements in the Global Plan
- Board AI 18-9: Continue work from last year on the development of the Global Plan
The Global Community Subcommittee should continue the work from last year and incorporate additional items in the Global Plan
- Recommendation 1: verbal update on progress to the Board meeting in Bangkok and a full report in Las Vegas, and
- Recommendation 2: identify gaps, overlaps and integrated needs of other global activities within the Society
The Global Community Subcommittee has been assigned to consider these elements as part of the efforts for developing the Global Plan
- Recommendation 3: next step for the current Strategic Plan and, if appropriate, make recommendations for a new strategic Plan
The SP Monitoring Subcommittee has been assigned to consider these elements in terms of their work on the evolution of the Strategic Plan.

Update from Board Meeting in Bangkok

Mr. Vallort reported on Board feedback given during his Planning committee update report in Bangkok. Mention was made about the lack of coordination of global activities across ASHRAE; The BOD asked: 1) how can activities be coordinated to avoid duplication? 2) How can PLC keep a pulse on all of the ongoing activities? Also it was important to not only monitor the global part of the Strategic Plan but also other committee activities that are ongoing and the overall progress of the Strategic Plan.

Mr. Schwedler added there was much BOD interest in dashboards to keep up with progress for membership and the Board; many chapter members are not engaged and the dashboard will move them closer to what is happening.

Mr Littleton added that ExCom had some concern that PLC should provide direction to staff on how the \$200k for global objectives should be allocated. There are challenges that some of the initiatives may require more than the \$200k (i.e., website update). Mr. Balaras suggested that the recommendations from Marketing and PubEd Council should be considered by the Global Community Subcommittee in order to recommend to PLC how to move forward with implementation. Furthermore, the list of society global activities is a good starting point for the Global Community Subcommittee and other relevant activities should be considered.

Moving Forward after St. Louis

Mr. Balaras pointed out the following steps and summarized the main goals/objectives that should be taken by the PLC subcommittees moving forward:

SP Monitoring Subcommittee

- Continue reporting and supporting councils and committees

- Work on dashboards
- Update the strategic plan working documents
- Evolution of the future strategic plan
- New ideas and hot issues
- Recommendations and priorities

Procedures Subcommittee

- Review the PLC governing documents
 - Reference Manual and the MOP
 - Watch out for the new ROB
- Recommend needed changes
- PLC will update documents.

Global Community Subcommittee

Mr. Balaras provided a brief overview of the work accomplished since 2014 in relation to the Strategic Plan Initiative 4: ASHRAE's Role in the Global Plan.

Initiatives 4a and 4b were completed. For example, Initiative 4a completed in 2015 a survey of all non-US/Canadian members (1,049 responses or 14%), considered the 2015 RAL chapter leaders survey and the 2014 developing economies survey; 4b completed the work with the consultant (MCI) that performed additional research in 2015 during the voice of customer (on brand awareness, products-services, professional development-training), with personal interviews of 10 ASHRAE key-leaders and an e-survey of all lapsed members & non-member purchasers in the geographic areas of interest (1,337 & 839) with 6% & 10% responses, along with personal interviews (12) from several countries)

A great deal of information was accumulated, used for guidance and brought into PLC through the Global Subcommittee report at the end of last Society year; (this report is attached to the PLC minutes from June 24, 2016.)

The work of the subcommittee considered

- 31 action items

that were then compiled into

- 12 priorities were recommended for
 - Mature markets
 - Emerging markets

providing for each one the

- Main considerations
- Financial data
- Time plan
- Assignments to committees

Each of the priorities included several related considerations. For example, the global training underlined the need to complement the process by the appropriate products that need to have local flavor, and for the website the need to populate it with relevant content since the website is a tool to provide support to all the activities and to receive relevant content from the other activities.

Mr. Balaras concluded that from the 12 recommendations that were considered in St. Louis, PLC ranked them and selected 3 elements of the plan for rollout to fit the 200k budget and presented these to the Board.

As a result, the three recommendations were approved by the Board in St. Louis and assigned to Marketing and PubEd Council for further investigation and to make recommendations to PLC. As a result they have submitted their updates for consideration.

Mr. Balaras asked Mrs. Gupta for a report on the Marketing recommendations.

Mrs. Gupta reported on the website update to improve content assigned to Marketing:

- Option 1: IP recognition for all consumers who log on from Europe or the Middle East with relevant content. A first cost analysis was presented with a 3-month implementation time frame.

- Option 2: Complete ASHRAE website overhaul to include IP recognition globally. A first cost analysis was presented with a 12-month implementation time frame

Mr Balaras emphasized that critical to the success of these great ideas for the website is to secure that the content remains current and relevant the day after, for example, populating the website with relevant publications and other products.

Mr. Charalambopoulos suggested the need for professional help on the interface for the website; proof of concept is needed for the new website. Mr. Balaras asked that the subcommittee provide this kind of feedback to staff and collaborate on this issue in order to make a recommendation to PLC that will be presented for a vote, if possible at the next web meeting.

AI 2

Mr. Balaras pointed out that PLC will need to move forward on the implementation of the Board action items.

Mrs. Gupta continued with a report on the marketing approach update using different social media tools and applications. A first cost analysis was presented and a portion of the marketing efforts could start immediately.

Mr Balaras thanked Mrs. Gupta for the update.

Mr Balaras summarized the update report from PubEd Council on Globalized Training. The initial approach calls for two distinct models to be applied in Europe (a mature market with current training providers) and Middle East (an emerging market with a lack of alternative providers). In implementing regionally adapted training, PubEd Council will consider its customer base to be from all corners of the world with equal relevance and importance; adopt strategies, products, programs and services are designed to be relevant to and adapted for a global community; serve its target audiences (members or customers) in different parts of the world according to the wants, customs, market demands and purchasing power of each the specific audience; reach out to each audience through a clearly defined regional adaptation of the global strategy and apply additional local relevance where appropriate. A first cost analysis was also presented for both geographic areas. PubEd Council is working on a more definitive plan with the selection process for the teams of training adapters and investigate how much of this effort could be part of the Professional Development Committee.

Mr Balaras reminded that the available budget for this year is 200k and should consider both Action Items from Marketing and the one from PubEd Council to move forward, considering time of implementation, different priorities in terms of efforts in different geographic areas and whether some parts extend to the next Society year with an additional budget. The Global Community Subcommittee should review and collaborate with Marketing & PubEd Council on any additional ideas or need for more research, in order to recommend specific implementation actions for PLC to consider and move forward during the next conference call, if appropriate.

AI 3

Mr Balaras summarized the main goals of the Global Community Subcommittee and PLC Activities in 2016:

- Identify overlaps and gaps with other global activities
- Collate all pieces
- Communicate the process
- Deliver a comprehensive plan
- Set up an actual program and budget
- Identify and launch pilot programs

The first milestone of the Subcommittees' work will be the focus of the upcoming web meeting in late November and then in early January so that PLC can be best prepared for Vegas

SUBCOMMITTEE REPORTS

Mr Balaras asked for a short overview or update on the subcommittee work time plan, and discuss any questions or concerns.

Strategic Plan Monitoring Subcommittee

Mr. McGinn reported his subcommittee will have a conference call in two weeks to review and update the report presented in Bangkok.

- Dashboards – already working on ideas on how to measure the completion of Strategic Plan actions
- Ad hoc initiatives – many are now complete but not yet implemented by a Council or Committee
- Updates are not coming from Members Council; this needs to be strengthened with Ms. Abrams.

Mr. Balaras asked Subcommittee chairs to notify PLC when their meetings are scheduled so that PLC members can join if possible in order to stay engaged and informed on their progress.

AI 4

Global Community Subcommittee

Mr. Gray was not able to attend. Mr Balaras noted that the chair has been updated on the details of the previous work and available research material to support the Subcommittee's work and accomplish the mission to clearly communicate the process and deliver a clear Global Plan for PLC to consider and present a full report to the Board in Las Vegas.

Procedures Subcommittee

Mr. Schwedler outlined some first comments with regard to the PLC governing documents and asked PLC for assistance and recommendations on how to update the Reference Manual. PLC members that have some relevant experience and are interested to assist should contact him.

AI 5

FUTURE MEETINGS

The subcommittees should organize their work and schedule their meetings as needed. Mr Balaras reminded again the Subcommittee Chairs to keep the PLC members informed about their upcoming meetings so that they have an opportunity to attend, if possible.

Mr. Balaras noted that two PLC web meetings will be scheduled before Las Vegas in an effort to keep Planning members as much informed and engaged with the ongoing subcommittee work progress and asked staff to send a Doodle poll to schedule the web meetings during the week of November 21, 2016 and the week of January 9, 2017.

AI 6

Mr Balaras noted that during the upcoming web meeting, depending on the recommendations from the Global Community Subcommittee, PLC may vote on the plan to execute the three Board Action Items by Marketing & PubEd Council, along with a first overview of the Global Plan status; will also allocate time to the Strategic Plan Monitoring Subcommittee to discuss the Dashboard and some first ideas on the Evolution of the Strategic Plan. He reminded PLC members to be sure to review the action items in today's draft meeting minutes to be sure to be prepared for the next web meeting in November.

ADJOURNMENT

Mr. Balaras thanked all PLC members and staff for their time. The meeting was adjourned at 11:03 am.

Respectfully submitted,



Mary Dean Townsend, Secretary

(NOTE: Attachment A contains confidential information and is not attached here.)

Distribution: Board of Directors
Planning Committee