



Shaping Tomorrow's  
Built Environment Today

**MINUTES**

**PLANNING COMMITTEE MEETING**

**February 20, 2024  
10:00AM – 11:00AM**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the April 23, 2024 meeting.*

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**February 20, 2024**

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**PRINCIPAL APPROVED MOTIONS**  
Planning Committee Meeting  
**February 20, 2024**

<b>No. – Pg.</b>	<b>Motion</b>
1-2	The minutes for the January 19, 2024 meeting of the Planning Committee be approved as presented.
2-8	The Planning Committee meeting on February 20, 2024 be adjourned.

**ACTION ITEMS**  
 Planning Committee Meeting  
**February 20, 2024**

<b>No. – Pg.</b>	<b>Responsibility</b>	<b>Summary</b>
1-2	Smith/ Sepulveda	Provide an update regarding automation/use of an online mechanism for collection of Council and Committee MBOs with Marketings' assistance.
2-2	Patton	Discuss reformatting suggestions of the Membership Survey with MP as noted during the 2024 Winter Conference PLC meeting and other survey items of note. Determine if there is another method for distributing the survey.
3-2	Schultz	Work with Marketing to determine how mind mapping activities may be crystalized so that ASHRAE stakeholders may be able to access.
4-2	Kunkel/ Hunt	Review the PLC MOP and update as directed by SRC using MOP Template.
5-3	Schultz/ Kunkel	Collaborate with staff to schedule a mind mapping training video to be recorded for dissemination.

**MINUTES**  
Planning Committee Meeting  
**February 20, 2024**  
**10:00AM – 11:00AM ET**

**MEMBERS PRESENT:**

Steph Kunkel, Chair  
Trent Hunt, Vice Chair  
Doug Cochrane  
Rupesh Iyengar  
Michael Patton  
Madison Schultz  
Chad Smith  
Andres Sepulveda  
Jonathan Smith  
Dunstan Macauley  
Corey Metzger  
Heather Schopplein  
Chandra Sekhar  
Buzz Wright  
Wade Conlan, CO

**STAFF PRESENT:**

Jeff Littleton, Executive Vice President  
Vanita Gupta, Staff Director, Marketing  
Stephanie Reiniche, Staff Director, Technology  
Mark Owen, Staff Director, Publications  
Kirstin Pilot, Staff Director, Development  
Lizzy Seymour, Staff Director, Membership  
Candace Denton, Sr. Manager, Board Services  
Savanna Smith, Scholarship Coordinator / Executive Assistant  
Chandrias Jolly, Manager, Board Services

**CALL TO ORDER**

Ms. Kunkel called the meeting to order at 10:01 a.m. on February 20, 2024.

**ASHRAE VALUE STATEMENT**

Ms. Kunkel read the value statement and thanked the BOD for creating the new statement.

**ROLL CALL**

Roll call was done. Members and staff in attendance as listed above. A quorum was present.

**REVIEW OF AGENDA**

The agenda was reviewed and accepted as presented.

**APPROVAL OF MINUTES**

It was moved and seconded that

**(1) The minutes for the January 19, 2024 meeting of the Planning Committee be approved as presented.**

**MOTION 1 PASSED** (Unanimous Voice Vote, CNV)

**ACTION ITEMS**

Action item 2 was reported as complete. Action items 1-4 were reported as in process.

**SUBCOMMITTEE REPORTS****Strategic Plan Development Subcommittee**

Mr. Macauley reported on recent activities of the subcommittee. Processes are ongoing with McKinley Advisors as they are currently interviewing ASHRAE members. Members have signed up and they have done a few interviews to date. Going well. Next step is to schedule a meeting with Marketing to discuss parameters for issuing the strategic plan survey. Waiting to hear from McKinley Advisors in the next day or two then the survey will be sent out. Results will be used in mid-March.

Ms. Kunkel inquired if the subcommittee has all their meetings scheduled for the remainder of the Society year. Also asked if the content for the strategic planning session with the BOD will be discussed soon as well as facilitation needs.

Mr. Macauley shared that subcommittee meeting dates will be finalized soon, and invitations sent to the committee within the next week. Also working to finalize strategic plan session needs with McKinley.

Ms. Gupta shared with the committee that McKinley Advisors has scheduled a meeting to address questions regarding the survey.

Mr. Sepulveda shared that he participated in his interview session with McKinley. He noted the interview questions from McKinley were of good quality. The interview was 30 minutes in length; could be longer but still valuable.

**Validation and Documentation Subcommittee**

Mr. Smith (Chad) shared that the subcommittee took a small break in their work after the ramp up from the Winter Conference. He thanked staff for sending the raw survey data from the membership survey.

The subcommittee will be working to determine MBO progress based on results from the survey. Will send survey findings between mid-March and April. Intending to have committee meetings monthly.

Mr. Smith (Chad) also provided an update that work has begun with the Marketing Department to attempt to move the process of MBO Tracking to an online/automated system to improve efficiency in collection. Also notified the committee that there will be a last round of solicitation for MBOs for strategic plan input ahead of the March session with the BOD.

**Implementation and Innovation Subcommittee**

Ms. Schultz noted that the subcommittee has been working to reach out to additional groups that noted during the conference that they would also be interested in performing a mind mapping activity. These groups will be added to the Basecamp calendar.

Ms. Kunkel shared that during a PLC leadership meeting, Ms. Schultz mentioned the idea of teaching other ASHRAE bodies to conduct mind mapping activities of their own. There were several groups that expressed disappointment they weren't contacted for the mind mapping activities conducted prior to the conference. Ms. Schultz shared with those groups that this was only due to time constraints. The idea of training bodies to conduct mind mapping activities would allow input from multiple bodies outside of current strategic planning efforts.

Ms. Schultz asked if anyone who has collaborated with other committees during their ASHRAE career would be interested in this. There was a lot of buy-in from the committee as some have mentioned stagnation within committees regarding innovative ideas.

**ACTION ITEM - Ms. Schultz and Ms. Kunkel will collaborate with staff to schedule a mind mapping training video to be recorded for dissemination. AI – 5**

Mr. Wright (Buzz) asked if specific software was used or if it was done using Word or Excel. Would like to use mind mapping during President – Elect training with Chapters.

Ms. Schultz shared that she used Blue Beam for the activities. Normally, mind mapping activities are done in person via a Whiteboard but there are digital platforms other than Blue Beam that work as well.

Mr. Smith (Jonathan) notified the committee that mind mapping was also done with the Membership Model Ad hoc and as a result, they are getting widely used outside of the committee.

Ms. Schultz reminded the committee that all mind mapping that has been conducted will have been added to Basecamp along with the compiled Venn diagram showing overlap in ideas.

### **PLC MOP**

Ms. Kunkel referenced a request from SRC to provide an update to the PLC MOP based on the MOP template. Noted that she and Mr. Hunt will review and have an update during the next meeting of the committee.

### **STRATEGIC PLAN CONTINUOUS MAINTENANCE DISCUSSION**

Mr. Macauley addressed the committee to bring attention to the lack of a formalized discussion regarding continuous maintenance of the strategic plan and how this should look. Noted that McKinley's services end with the approval of the strategic plan in early 2025. If we intend to do strategic maintenance with McKinley, some of this will start with the issuance of the plan at the 2025 Winter Conference and the implementation of the plan which will happen in June 2025. That's 6-months when we won't have anyone engaged. We will need someone during that period to help formulate the process so that policies and procedures used to manage the plan over the next three years can be presented. Will probably need to have a budget item placed for someone to assist with setting up the strategic management process in 2024-25. Wanted to bring this up for discussion now so we can at least begin to identify if we should do this along with budget items.

It was noted that there are always 1 or 2 initiatives that don't gain much traction and we don't have the expertise to refocus mid-plan.

Benefits of engaging a consultant for monitoring of the strategic plan were expressed by Mr. Macauley as noted below:

- Can help with KPIs.
- Can keep the plan on track.
- Can also help pivot quickly in case there are some initiatives that are not gaining traction.

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Discussion continued as noted below:

(Mr. Littleton) I do not see a good ROI for spending this money every year. If we need to do a pivot, we can engage McKinley at that time. We have already requested above and beyond in terms of funding for McKinley's services.

(Mr. Macauley) The consultant does not have to be McKinley.

(Mr. Littleton) What does maintenance of the plan look like? Not having a consultant drives us to take better ownership of the plan. Never heard of a consultant providing annual maintenance after a plan has been created.

(Mr. Smith – Jonathan) I agree with Jeff's comments. I think it is PLC's charge to make sure we are measuring our performance in adhering to the strategic plan.

(Mr. Macauley) It could be as simple as an annual review. The goal is to just get us talking about this right now in case we want to go this route. We need to determine if we need assistance in doing certain things. Earlier in the onboarding process, we asked McKinley for costs associated with annual maintenance of a strategic plan. No scope was given. It's up to us to determine where the value may be.

(Mr. Hunt) Noticed that when I&I wrote the Strategic Plan Development Manual, continuous strategic planning was noted a lot. Couldn't find a lot of information regarding what this may mean. Supports Mr. Macauley's comments. Are we able to get ideas from McKinley regarding continuous maintenance of the strategic plan while we are working to develop the current plan?

(Mr. Sekhar) We need to find ways regarding how the stakeholders within ASHRAE can be engaged to make the plan successful.

(Mr. Macauley) Is this something we want to look further into to have discussion during our current process regarding this? Do we hire someone for this? It's not part of our process now but we need to determine what we want to do as a committee.

(Mr. Littleton) The concept of continuous strategic planning was tried 10 years ago. There was little engagement and minimal volunteer appetite to open a strategic planning discussion every year. It may not have gone well because it wasn't well facilitated. This could be argued. Encouraged that doing a 3-year plan rather than a 5-year plan may eliminate such use of annual revision by an outside consultant. Not sure if this is money well spent.

(Mr. Macauley) If we do this, a business case has to be presented to the BOD. If we are doing a 3-year plan, the next plan starts mid-cycle of the current plan from a timeline perspective. Is there any value in having some sort of check-in? Is there any way to shorten the current development cycle if we have a process to feed the next development cycle? Is PLC interested in investigating more?

(Mr. Sepulveda) Ongoing maintenance of the plan is extremely important. Is there permanent in-house capacity among staff that could do this?



(Mr. Littleton) Great point. If we are going to fund this why not develop those resources in-house? Has to be a combination of staff and volunteers. The buy in process is important. Engaging a consultant on an annual basis for a pivot could be useful. We can do this on a case-by-case basis. In the interim it's up to us to monitor progress of the plan as this is what will drive engagement and support.

(Ms. Schultz) My organization has a 3-year strategic plan and they meet monthly to make sure they are still in alignment. Will the committee help to hold everyone accountable regarding the plan along with the assistance of staff? We do need to have some sort of method of accountability whether it's us or someone else.

(Mr. Smith – Chad) Echoed everyone's comments. We must look at our role as PLC. Do we need a subcommittee that evaluates the performance of the strategic plan? At this point we need to continue in the direction we are going. We could always engage someone later. This is sort of a wait and see.

(Ms. Kunkel) The Validation and Documentation Subcommittee, previously named the Monitoring subcommittee, was established for the purpose of monitoring the strategic plan after its implementation.

(Mr. Wright – Buzz) We read the diversity statement at every meeting. Perhaps we should add something about the strategic plan to very agenda like the three goals to keep at the top of mind.

(Ms. Kunkel) Originally, we did include the idea of having annual maintenance. We brought up maybe having that occur at the fall BOD meeting each year. It was only discussed.

(Mr. Sekhar) Echoed Mr. Wright. In the current McKinley contract, are they required to give us some sort of rubric for evaluation?

(Mr. Macauley) There is no rubric for evaluation of the strategic plan but they will review our KPIs. Sounds like the consensus is to continue to have maintenance in-house to be managed by the Validation and Documentation Subcommittee utilizing the BOD annual strategic planning retreat to review the plan and determine if there are any pivots that are needed. Based on this, the committee will then investigate if there is any opportunity to create more volunteer awareness to manage the plan. Recommends that this be memorialized in the MOP so that the discussion can continue from year to year.

(Mr. Littleton) Good discussion. The critical issue is to make sure that the plan is properly executed. Shared history of continuous strategic planning as noted in **ATTACHMENT A** and as defined by the Planning Committee in 2012. Shared that this was a presentation to help drive the concept of continuous strategic planning throughout the councils and committees. How do we make sure we execute and how do we pivot based on changes?

(Mr. Macauley) The leadership of the council can drive continuous maintenance and traction of the plan. If we engage the theme more within the leadership of the council, this can become a standard agenda item at the council meetings. This can help us have a better handle on the plan.

(Mr. Sekhar) Does the strategic planning session with the BOD happen on an annual basis?

(Ms. Kunkel) There was a motion passed during the BOD meeting at the 2023 Winter Conference in Atlanta regarding review of the strategic plan on an annual basis via a strategic planning retreat.

(Mr. Littleton) Doesn't remember if it will be a half day. Maybe a virtual session. However, this is another touchpoint to reinforce the BODs dedication to this plan.

(Mr. Macauley) The strategic planning session with the BOD was originally scheduled for the fall, but we requested it be moved to spring due to the timing of onboarding the strategic planning consultant.

### **FUTURE MEETINGS**

Ms. Kunkel noted that it appears the time of 10 AM ET works well regarding member participation for full committee meetings. Looking at the third or fourth Tuesday of every month to schedule. Ms. Kunkel will review calendars to determine that the suggested timing of meetings occurs close to an already scheduled PLC Leadership meeting.

She reminded the committee of the upcoming strategic planning session with the BOD in March. Attendees will be the Chair and Vice Chair of the Planning Committee, the Strategic Plan Development Subcommittee, and the PLC Coordinating Officer. Noted that PLC will only be there as facilitators to aid McKinley Advisors.

As a last update to future meetings, Ms. Kunkel notified the committee that the BOD will attend the 2024 Annual Conference Meeting of the Planning Committee. They will attend the first two hours of the meeting to hear the draft version of the strategic plan. There will then be a 1 hour wrap up from 3:00 p.m. to 4:00 p.m. to finish any remaining committee business. As a result, there will be a virtual meeting scheduled ahead of the annual conference.

### **ADJOURN**

It was moved and seconded that,

**(2) The Planning Committee meeting on February 20, 2024 be adjourned.**

**MOTION 2 PASSED** (Unanimous Voice Vote, CNV)

Respectfully Submitted,



Steph Kunkel

ATTACHMENTS:           A. ASHRAE Continuous Strategic Planning Process - Feb 2012 (1)



Shaping Tomorrow's  
Built Environment Today

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**Sheila J. Hayter**  
Chair, Planning Committee

Reply to: **National Renewable Energy Lab**  
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TO: Council and Committee Chairs  
FM: Sheila J. Hayter, Planning Committee Chair  
DATE: May 29, 2012  
SUBJECT: 2013-14 Continuous Strategic Planning Management by Objectives (MBO) Tool

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The Planning Committee has developed an electronic Continuous Strategic Planning Management by Objectives (MBO) Tool that will assist councils and committees to more efficiently conduct continuous strategic planning. The MBO Tool will be presented and discussed during the council meetings in Denver.

The MBO Tool, provided in Excel format, provides color-coded, step-by-step instructions that will help committees to identify the ASHRAE Strategic Plan Direction that is assigned to them. Statements, strategies and rationale for each Direction are listed by council, along with the ASHRAE Presidential Theme. This is intended to provide all of the information each committee needs to develop their annual MBOs and ensure they are aligned with ASHRAE's Strategic Plan.

Regular feedback is an important part of the continuous strategic planning process. Committee chairs are asked to keep their council chairs updated on a regular basis on progress made on their MBOs. Any issues that arise during this process should be promptly discussed with council chairs. MBO updates should be sent to council chairs soon after the committee meetings are held, either face to face or by conference call.

Please begin using the Continuous Strategic Planning MBO Tool as soon as it is received during council meetings in Denver. We sincerely hope the tool will help to streamline the strategic planning process and provide an easier means for reporting progress to councils. We look forward to receiving regular input that will result in continuous improvement in ASHRAE's Strategic Plan and better service to our members.