



# **MANUAL OF PROCEDURES (MOP) for TECHNOLOGY COUNCIL**

Approved by Society Rules Committee 2019-09  
Approved by Technology Council 2019-08

## **FOREWORD**

This Manual of Procedures for Technology Council describes how the Council operates to fulfill its responsibilities as defined by the ASHRAE Board of Directors (BOD) and the Society Bylaws. It describes those responsibilities along with the role of the Council leadership and other members as well as the subcommittees of which it is comprised. Sections of this document that are based on Rules of the Board are noted as such. Changes to this document require a vote of the Council and the Society Rules Committee. The Council also maintains a separate Reference Manual, which contains more detailed operational, background and historical information, and is subject to the approval of only the Council.

### **DEFINITIONS (drawn directly from the noted Society Bylaw or ROB)**

#### **Councils**

The councils of the Society are extensions of the Board of Directors and, except as otherwise restricted by law, shall administer the policies of the Board (SBL 6.1). The councils shall act on behalf of the Board of Directors within the limits of fiscal and functional authority granted to them by the Board of Directors, implement society policy, and administer activities of the committees within their organizational structure (SBL 6.2).

#### **Standing Rules**

The standing rules of a council or committee are the constitution of that Council or committee. Proposed changes to these rules shall be submitted to the Board of Directors for approval (ROB 2.300.001.1).

##### 2.300.001.1 Standing Rules

90-02-14-13/10-03-04-06

The standing rules of a council or committee are the constitution of that council or committee. Proposed changes to these rules shall be submitted to the Society Rules Committee prior to submitting to the Board for approval.

#### **Manual of Procedures**

Each Council shall maintain a Manual of Procedures for itself and its assigned committees, which may include interpretations of Society policy as it pertains to that specific activity (ROB 2.300.005).

A Manual of Procedures of a council or committee is a document developed within the council or committee to describe the methods and procedures by which the council or committee accomplishes the duties and responsibilities assigned to it. The manual is an internal document of the council or committee for its own guidance. The council or committee MOP requires approval from the council. The MOP further details the duties of the council/committee. It also describes the responsibilities of assigned members, subcommittee organization, and the procedure for revising rules. MOP appendices, if any, describe special functions of the council/committee requiring BOD approval. (ROB 1.100.002.4).

For councils and standing committees reporting directly to the Board of Directors, MOPs are maintained by that body and approved by the Society Rules Committee on behalf of the Board of Directors. (ROB 2.105.002.2)

#### **Reference Manual**

Each council or committee may establish a Reference Manual, which may contain guidelines, procedures, sample documents and other tools that the council or committee uses in its day-to-day operation. The Reference Manual ensures consistency in the operation of the council or committee and serves as an educational tool for new members. The Reference Manual is an internal document of the council or committee and requires the approval of that council or committee only. (ROB 1.100.002.5).

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## **SECTION A - TECHNOLOGY COUNCIL - GENERAL**

### A1.1 Voting

A1.1.1 All matters shall be decided by a majority of those voting, with fiscal matters requiring a two thirds majority. Letter ballots require a majority of the Council's voting membership to cast an affirmative vote. Letter ballots for fiscal matters must be approved by at least 2/3 of the voting membership of the Council.

A1.1.2 This Council shall record the vote, including abstentions, on all motions A1.1.3

The Chair(s) of Technology Council or its subcommittees may authorize a letter ballot to be issued on any matter. Unless otherwise specified, actions of the Council or its subcommittees conducted by letter ballot require approval by a majority of the voting membership of the committee, excluding abstentions or unreturned ballots.

A.1.1.3.1 Negative voters on a Technology Council or its subcommittee's letter ballot shall be requested to comment on reasons for their negative votes. If a reason is not provided for a negative vote, the ballot is final. If the ballot passes with one or more negative votes with comments, the results shall be held in abeyance until the comments (if any), Chair's rebuttal (if any) and letter ballot results are transmitted to all eligible voters and they are given an opportunity, not to exceed two weeks, to change their votes or to vote. When this opportunity to vote has expired, the results shall be final. The final letter ballot results and all negative vote comments received shall be provided to the voting members and included when submitting for subsequent approvals steps.

### A1.2 Actions and Communications

A1.2.1 The Council shall receive recommendations from Standing General Committees which report to it from the Council's subcommittees, from any member of the Council, or by referral from other Councils or committees of the Society or from the BOD.

The Council shall act on items as authorized by the BOD or shall make recommendations for BOD actions in accordance with the authority granted to the Council and as specified in the Rules of the Board.

A1.2.2 Actions for which the Council acts for the BOD:

- a. Approval of research projects with a total project cost not to exceed \$250,000. (ROB 2.303.006). The Council delegates to RAC approval of research projects with total project cost of \$150,000 or less.
- b. Items which are within existing policy and fiscal limits.
- c. Items that are internal to the Council.
- d. Approval of changes to the Model Research Agreement (RAC MOP – Appendix A) with the concurrence of ASHRAE legal counsel.

A1.2.3 Items for which the Council recommends BOD action:

- a. Research projects exceeding the authority of the Council.
- b. On behalf of Standards Committee, recommendations for publications of addenda, standards and guidelines.
- c. Position Documents
- d. Changes or additions to existing Society policies
- e. Items that concern another Council or a committee that reports thereto.
- f. Other items that BOD approval is required or that they should be made aware of for possible action.

A1.2.4 The Council acts as a communication link between the BOD, other Councils, and standing general and special committees.

A. Council to BOD

- (1) Following each meeting the Council will report in writing to the BOD principal motions requiring BOD action, as well as information items.
- (2) Council reports and actions shall include summary support information provided to it by its standing committees.
- (3) Council agendas shall be distributed to all BOD members.

B. Committees to Council

- (1) Reports of all Committee meetings shall be in writing, and include all principal motions requiring Council action, and supporting information.
- (2) Minutes of each standing committee shall be distributed to the BOD ExO and Coordinating Officer of that committee.

C. Council to Council

Actions of Councils for which parallel or supporting action is required by another Council shall be communicated in writing to the Technology Council Chair for inclusion in the meeting agenda at the appropriate time. Where an oral presentation would be necessary, the Council Chair will arrange for an appearance of a member of the Council wishing to report

## **SECTION B - CHAIR AND VICE CHAIR**

### Part 1 Responsibilities/Duties of the Chair

B1.1 The Chair is responsible for the organization and functioning of the Council.

B1.2 The Chair shall preside over all meetings of the Council.

B1.2.1 With the assistance of the Director of Technology and Council members, the Chair shall prepare agendas for all Council meetings

B1.2.2 The Chair shall ensure that minutes are prepared and distributed following each Council meeting.

B1.3 Appointments

B1.3.1 The Chair shall annually appoint each member of the Council to one or more subcommittee-and shall designate each subcommittee Chair.

B1.3.2 The Chair may recommend creation of additional committees or working groups whenever necessary in order to assist in fulfilling the responsibilities of the Council. The members will normally be from the membership of the Council and/or the Society but, if necessary to obtain special expertise, non-members of the Council or the Society may be appointed.

B1.3.3 The Chair shall appoint a liaison to the Society Rules Committee. The chair of the Tech Council Operations & Planning Subcommittee is normally appointed as the Technology Council liaison to the Society Rules Committee.

B1.4 With the assistance of the Director of Technology, the Chair shall be responsible for the reports described in A1.2.4 above.

## Part 2 Responsibilities/Duties of Vice Chair

B2.1 In the absence of the Chair, the Vice Chair shall assume the chair at any scheduled or called meeting of the Council.

B2.2 The Vice Chair shall serve as Chair of the Document Review Subcommittee (see D2.4).

B2.3 The Vice Chair shall serve as liaison to the Chapter Technology Transfer Committee and present a report in person on Technology Council activities to that Committee at the Winter and Annual meetings of the Society.

B2.4 The Vice Chair shall perform other duties that may be assigned by the Chair.

B2.5 In the event the Chair is unable to perform, the Vice Chair shall assume all of the duties of the Chair until a successor is selected.

## **SECTION C - STAFF LIAISON, DIRECTOR OF TECHNOLOGY**

### Part 1 Responsibilities/Duties of the Staff Liaison

The Director of Technology shall serve as staff liaison to Technology Council. The staff liaison's duties and responsibilities shall include, but not be limited to:

a. Assist Council Chair in preparation and distribution of agendas for Council meetings.

- b. Arrange for facilities for meetings.
- c. Distribute materials as instructed by the Council Chair.
- d. Distribute budget and financial reports to keep Council members informed of fiscal status of budgets for which Council is responsible.
- e. Arrange for preparation, approval and distribution of minutes of Council meetings.

## **SECTION D - SUBCOMMITTEES**

### Part 1 Subcommittee Organization

#### D1.1 Standing Subcommittees of the Council are:

- Operations
- Special Projects
- Document Review

D1.2 The Chair shall appoint the members and chair of each subcommittee. Subcommittee members should be members of the Council, but the Chair may appoint additional subcommittee members who are not members of Technology Council when there is a need for members who have specific experience.

D1.3 Subcommittee members are appointed for the Society year. If a member's term of service on the Council continues into the next Society year, that person may be reappointed to the same subcommittee or be appointed to a different subcommittee.

### Part 2 Scopes and Responsibilities of Subcommittees

#### D2.1 Operations Subcommittee

Normally, the chairs of Standing Committees that report to the Council are appointed to this subcommittee.

D2.1.1 Scope - The Operations Subcommittee shall formulate and maintain long-range plans (including fiscal budgets) for the Council and shall recommend changes to the Society-level planning activities. The Subcommittee shall also act as a support base for all committees in the council to assure the relevance and quality and accountability of activities within the council and its subcommittees. The Subcommittee shall recommend Council structure and operating procedures.

#### D2.1.2 Responsibilities

D2.1.2.1 To formulate a mid and long-range program for the Council. This program will be based on the Society strategic plans, existing technical committee programs, reports and recommendations, trends in the HVAC industry and related industries and government actions and regulations. The purpose of this program will be to keep ASHRAE in a position of leadership in all areas of interest to the Society and to permit the Council programs to be developed in a manner that anticipates conditions rather than a plan that belatedly reacts to existing conditions.

D2.1.2.2 To gather and organize input from the Council to the Society Planning Committee for Society-level planning activities.

- D2.1.2.3 Develop and monitor both one-year budget and multi-year fiscal plans for the technical and research programs of the Society.
- D2.1.2.4 To report to Technology Council at each meeting evaluation of the fiscal performance against current budget for the Council and its member committees.
- D2.1.2.5 To oversee and assist the member committees in preparing and revising new budgets and multi-year plans.
- D2.1.2.6 To handle procedural changes that come before the Council and recommend ways in which this process can be streamlined. To be knowledgeable of all Technology Council procedural documents and those of its standing committees in order to advise on the disposition of motions in Council meetings.
- D2.1.2.7 Review and approval of revisions to committee MOPs are delegated to the Operations Subcommittee and reported to Technology Council as information items. The exception to this approval authority is proposed changes to Appendix A – Model Research Agreement – of the RAC MOP and Appendix B - Model Research Co-Funding Memorandum-of-Understanding (MOU) - of the RAC MOP, which are both approved by the full Council with the concurrence of ASHRAE legal counsel. (9-22-2014)
- D2.1.2.8 To provide a forum for an exchange of information and ideas among the chairs of the committees that report to the Council.
- D2.1.2.9 To maintain the accountability of committee activities by reviewing their MBOs on submission to the Council Chair and monitoring their progress through the Society year and by monitoring the progress of referrals from other Councils assigned to Technology Council.

## D2.2 Reserved

## D2.3 Special Projects Subcommittee

- D2.3.1 Scope – The Special Project Subcommittee shall be responsible for the administrative and financial oversight of all ASHRAE Special Projects.
- D2.3.2 Responsibilities
  - D2.3.2.1 To assist the Director of Technology in soliciting and negotiating with outside organizations interested in special projects, including such factors as criteria for compensation, methods of funding, types of agreements, and avoidance of conflicts of interests.
  - D2.3.2.2 To enforce and maintain the "Procedures for ASHRAE Special Projects" (Attachment A of this document), and to recommend changes as necessary.

- D2.3.2.3 To monitor the initiation and progress of Special Projects to insure that they are consistent with ASHRAE policy and procedures and that they are progressing as planned per budget and schedule.
- D2.3.2.4 To keep Technology Council informed of the progress of Regular Special Projects and to recommend actions needed to address any issues that arise in the conduct of a particular project.

#### D2.4 Document Review Subcommittee

This subcommittee is normally chaired by the Council Vice Chair. Normally, Standing Committees ExOs are appointed to this subcommittee. Liaisons to document development and revision projects assigned to the subcommittee shall serve as non-voting members.

- D2.4.1 Scope – The Document Review Subcommittee shall be responsible for the response to requests from the Council to review various Society documents as well as those from other organization. This may include standards, papers, publications or other documents of a technical nature.
- D2.4.2 Responsibilities
  - D2.4.2.1 This subcommittee will be responsible for reviewing Position Document drafts as they are developed, and keeping the Technology Council informed of the progress of all Position Documents that are active.
  - D2.4.2.2 This subcommittee will be responsible for managing the review of a new Position Document following the procedures specified in Attachment B, and bringing forward recommendations to the Technology Council for action.
  - D2.4.2.3 This subcommittee will be responsible for managing the review of status of existing Position Documents following procedures specified here within and bringing recommendations for continuation, revision, or withdrawal to the Technology Council as necessary.
  - D2.4.2.4 For active Position Documents in progress as new or revised, an additional Technology Council liaison will also be assigned to track progress.
  - D2.4.2.5 This subcommittee will be responsible for maintaining the Position Document Template included in the Technology Council Reference Manual.
  - D2.4.2.6 This subcommittee will be responsible for reviewing Public Policy Position Brief drafts as they are developed by the Society Advocacy Committee using the format in Attachment D, and keeping the Technology Council informed of the progress and refer comments back to the Advocacy Committee.

D 2.4.2.7 This subcommittee upon referral of the WISE (Washington Internship for Students of Engineering ) Paper shall review the paper for technical and policy compliance and if necessary consult with other committees within Technology Council in areas of specific expertise. Upon review the subcommittee shall communicate the results of the review to Technology Council.

## PROCEDURES FOR ASHRAE SPECIAL PROJECTS

### FOREWORD

The "Policy for ASHRAE Special Projects," and its companion document "Procedures for ASHRAE Special Projects" (Appendix A of the Technology Council Manual of Procedures), originated in "Policy and Procedures for ASHRAE Special Projects," formerly Appendix B of the Technology Council Board Approved Rules. In June 1999 this original document was revised and split into the policy document and procedures document listed above. In June 2005, additional revisions were made to include policies related to Fast Track Special Projects and Cooperative Special Projects and to retain only the policy-related material in the Rules of the Board (ROB), while moving all procedural material into the Technology Council MOP.

The original "Policy and Procedures for ASHRAE Special Projects" was developed by a presidential ad hoc committee consisting of Robert O. McDonald, Chairman; David Levine; and Preston McNall; assisted by staff members J. Richard Wright and Steve Beckler and advised by Frank H. Faust. This policy replaced Rules of the Board 360-001-001 "Guidelines for Determining Compensation for Services and Expenses of ASHRAE Members and Representatives involved in ASHRAE Special Projects" adopted January 1979, and 360-001-002 "Policy for Solicitation and Acceptance of ASHRAE Special Projects" adopted June 1979. (ROB 1.201.019)

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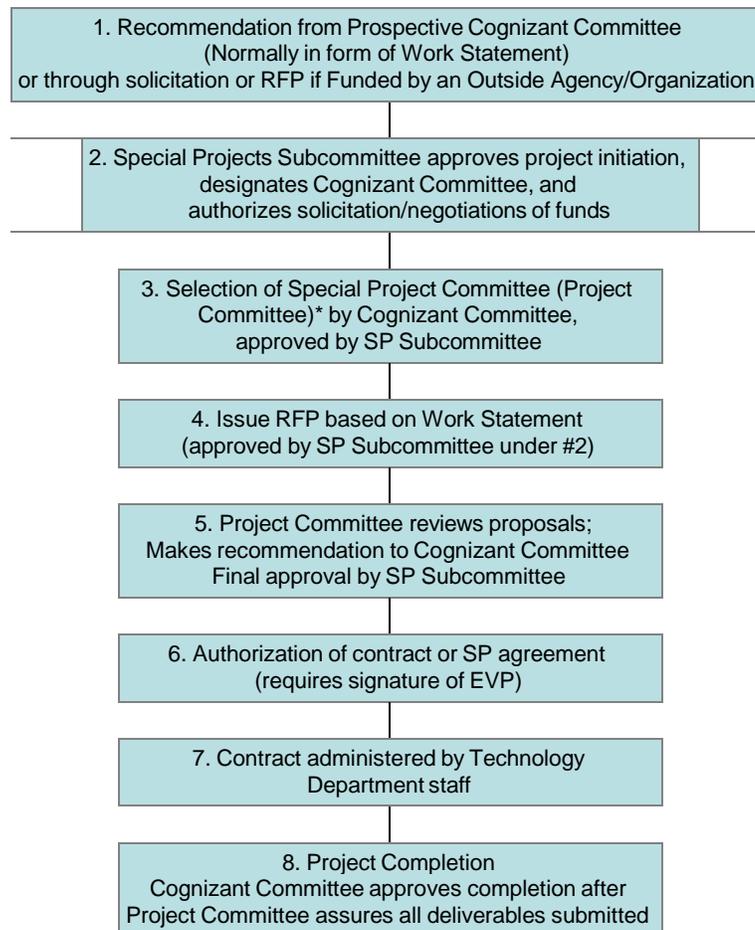
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## 1. REGULAR SPECIAL PROJECTS

### 1.1 Scope

The following procedures will be followed for initiating and conducting Regular Special Projects. Figure 1 outlines these procedures in schematic form. The policies governing Regular Special Projects are specified in Section 1.201.019 of the Rules of the Board.

*Figure 1: Schematic of Procedural Steps for Regular Special Projects*



\*In the case of a joint research/Special Project the Special Project Committee may be the Project Monitoring Committee of the Cognizant Committee.

### 1.2 Proposals to Initiate a Regular Special Project

#### **From within Society**

Special Projects may be proposed to the Society by any of the following:

- a. Any ASHRAE Committee
- b. The ASHRAE Director of Technology or Director of Government Affairs when, in

contacts with government and/or outside organizations, he/she finds a need which the society may fulfill.

- c. Any member who has knowledge of the needs of the outside organization.

### **From outside Society**

All proposals for Special Projects that do not originate from an ASHRAE committee shall be sent by the Director of Technology or his/her delegate to the chairs of the prospective cognizant committee(s) in consultation with the Special Projects Subcommittee of Technology Council. If the proposal is in response to a solicitation from a government agency or other organization Technology Department staff shall develop the proposal in consultation with the identified cognizant committee(s).

## 1.3 Administration of Regular Special Projects

The administrative responsibilities for Regular Special Projects are handled by the following committees.

**ASHRAE Special Projects Subcommittee** is a Subcommittee of Technology Council that is responsible for the administrative and financial oversight of all Regular Special Projects. The Special Projects Subcommittee ratifies approval of the initiation of all Special Projects, designates the Cognizant Committee, and ratifies the membership of the Special Project Committee.

**Special Project Committee (Project Committee)** is a committee assigned specific responsibilities for managing, and in some cases conducting, a Special Project. The committee and its chair shall be appointed by the Cognizant Committee, with input from the Director of Technology and the ASHRAE Special Projects Subcommittee. All members need not be ASHRAE members, however, the chair must be. In the case of an ASHRAE research project this committee may be the Project Monitoring Subcommittee of the Cognizant Committee.

**Cognizant Committee** is a committee designated by Technology Council or by a Standing Committee reporting to Technology Council to provide overall supervision of a Special Project. The Cognizant Committee shall approve the initiation of and the final product of the Special Project, and shall appoint the Special Project Committee roster. Special Project Committee rosters that are not approved by RAC or Standards Committee will be approved by Special Projects Subcommittee. The Cognizant Committee also develops the project Work Statement, recommends their contractor selection for approval, and approves project completion. The Cognizant Committee shall provide status updates to the ASHRAE Special Projects Subcommittee regarding the Special Project.

## 1.4 Project Initiation and Authorization to Solicit or Negotiate Funding

Recommendations for Special Projects are normally made in the form of a Work Statement by the prospective cognizant committee, in consultation with the appropriate committee of Technology Council (as specified below), to the Special Projects Subcommittee. The Special Projects Subcommittee has final approval authority for initiation of the project, and if it approves the projects then designates the cognizant committee and authorizes the solicitation or negotiation of funds by the Director of Technology and/or the Director of Government Affairs. If substantive changes occur in the work statement, the revised work statement must be re-approved by the cognizant committee and the Special Projects Subcommittee.

Alternatively the project may be funded via a solicitation from a government agency or other organization. In this case Technology Department staff, in consultation with the cognizant

committee(s), and notification to the Special Project Subcommittee Chair, writes the proposal and negotiates the funding.

### **Research Projects**

For research projects the Research Administration Committee should recommend the solicitation or negotiation of funds.

### **Standards Revision or Development (Including User's Manuals)**

For standards revision or development, the Standards Committee should recommend the solicitation or negotiation of funds.

### **Other projects**

For other projects, the cognizant committee recommends projects to the councils to which the committees report, who recommend the projects to the Special Projects Subcommittee, which may authorize the solicitation or negotiation of funds.

### **Preliminary Discussions of funding**

The Director of Technology, or his/her designee, and the Director of Government Affairs are authorized to discuss funding with outside agencies without specific authorization, but any prospects for cooperative funding must be reported to the Special Projects Subcommittee at its next meeting. In order for discussions of funding to continue, the Special Projects Subcommittee must approve the initiation of the Special Project.

## **1.5 Preparation of Proposals to Solicit or Negotiate Funding**

### **1.5.1 Required Information**

The preparation of proposals to solicit funding requires a Work Statement, knowledge of the number of meetings to be funded, the anticipated locations of those meetings, and the number of individuals who will be participating on the Project Committee.

### **1.5.2 Preparation of Work Statement**

The cognizant committee prepares a statement of work to be performed for issuance of a Request for Proposal (RFP), and submits that to the Special Projects Subcommittee. Work statements that are not approved by RAC or Standards Committee will be reviewed and approved by Special Projects Subcommittee. However, unless internally funded, it is desirable to determine through the Director of Technology, or his/her designee, that outside funding is available and that the Work Statement is acceptable to the outside organization. This will usually require reconsideration by the cognizant committee and, in some cases, the Board of Directors, and consummation of a Special Project contract before the RFP is issued. The RFP, which will show the level of effort (if known), will be sent to prospective contractors.

If in the course of the project supplemental funding is obtained, and/or the scope of work changes, a revised Work Statement must be approved by the Special Projects Subcommittee (if not approved by RAC or Standards Committee).

### **1.5.3 Selection of Project Committee**

- a) **Qualifications**—Selection of Project Committee members will be made by the cognizant committee, based on suggestions or requirements from the Director of Technology. The nominations must be approved by the Special Projects Subcommittee.

The chair of the cognizant committee must ensure that individuals being

considered for participating in Special Projects ~~certify~~ are confident that their participation will not overburden them with respect to their career work or their appointed/elected responsibilities in the Society. The individual must assure the chair that this will not conflict with any policy or practice of the individual's employer.

Nondiscrimination—In selecting individuals to participate in Special Projects, the nominations should not be limited to members of the cognizant committee. Anyone, ASHRAE member or not, serving on an ASHRAE committee who is considered competent to serve on a Project Committee should be considered. In addition, individuals who wish to be considered may contact the Director of Technology who will relay the request to the chair of the cognizant committee.

- b) When time constraints do not allow for endorsement of nominations for Project Committees by the Special Projects Subcommittee, the chair of that Subcommittee may endorse the nominations in lieu of the Subcommittee.

## 1.6 Contractor Solicitation and Selection

On some projects it will not be feasible for the Project Committee to perform the work. This type of project, such as writing a special publication or conducting research, usually requires an extensive amount of work from an individual or organization (the contractor) selected through a competitive bid or sole- source procedure. In such cases the Project Committee will supervise the work of the contractor.

### 1.6.1 Contractor Selection

The Project Committee shall review prospective contractors' proposals, evaluate the competency of those desiring to do the work, and recommend to the cognizant committee the one considered to be best for the assignment. Contractor selections that are not approved by RAC or Standards Committee will be reviewed and approved by Special Projects Subcommittee.

### 1.6.2 Non-conflict of Interest

The cognizant committee chair is responsible for ensuring that no conflict of interest in contractor solicitation or selection exists. Members of the cognizant committee who have interests in submitting proposals on a Special Project must have no involvement whatsoever in either the Work Statement preparation, or the formation and decision process of the Project Committee.

## 1.7 Cost Estimates

Cost estimates for inclusion in solicitations to outside organizations will be developed by staff under the supervision of the Director of Technology, or his/her designee, and/or the Director of Government Affairs, based on the Work Statement and data obtained from the cognizant committee; schedule and duration of meetings; needs for travel expenses and fees, if any; requirements for special services, such as computer service, needs for administrative services and meeting rooms; needs for staff assistance for such things as editing special publications; and an overall schedule, including time for all necessary approvals.

## 1.8 Authorization to Contract

The acceptance of a contract, grant, purchase order, or other Special Project agreement is accomplished only when signed by the Executive Vice President.

## 1.9 Notification of Contract Acceptance:

Project Committee members who are entitled to receive compensation for expenses and/or services will be so notified by the Director of Technology, or his/her designee, upon execution of the Special Project contract or agreement. The Director of Technology, or his/her designee, shall issue appointments letters, including pertinent ASHRAE travel and fiscal policy information, as well as Special Project expense statements and instructions for their use, to each member.

## 1.10 Project Implementation

### 1.10.1 Contract Management

All contracts, grants, and agreements will be administered as assigned by the Director of Technology and shall include limitations as to the amount of work to be performed. In a level-of-effort contract, the maximum person-days of effort allowable are specified. In a fixed-price contract, the total cost is the limiting factor. In both of these cases, it is the responsibility of the assigned ASHRAE staff person to maintain appropriate records and furnish information that is vital to the proper management of the project. It is the responsibility of the chair of the Special Project Committee to monitor the project and alert headquarters staff when variations are anticipated or required.

Limitations as to what can or cannot be claimed by committee members and the maximum allowable costs on those expenses that can be claimed will also be furnished to the participants. Compensation for services and/or expenses will be paid only when properly invoiced and documented. If the individual qualifying for compensation wishes, he/she may contribute part or all of his/her compensation to the ASHRAE research fund.

Contractor expenses will be limited by the terms of the contract. Such contracts will be of the character of those used for contracting ASHRAE research projects, but will also include all pertinent provisions included in the contract between the outside agency and ASHRAE.

### 1.10.2 Project Review

Project Committees should operate internally by consensus, with the goal that all reports reflect general agreement of the committee members. The cognizant committee shall review and approve any reports of the Project Committee. Other committees, such as relevant Technical Committees, shall be used as a resource in the review process as their expertise dictates.

When the deliverable of the project is a Special Publication or report, the project review procedures will be as follows:

- a) For Standards Users Manuals, the Project Committee will determine its review procedures; these typically do not include a general membership review.
- b) For a Research Project Special Project, normal research review procedures will be followed.
- c) For all other Special Projects, peer review will be done by the cognizant committee(s), Technical Committees ~~at~~ of interest, and by the ASHRAE membership through posting of a notice on the ASHRAE website. Normally peer reviews are conducted twice during the development process, once at 30-50% completion and once at 70-90% completion, with the review solicitation period lasting ten days to two weeks.

### 1.10.3 Project Completion

After the Project Committee is assured that all contract deliverables have been satisfactorily submitted to ASHRAE the Cognizant Committee shall approve completion of the project,

attesting to its adequate technical quality.

#### 1.10.4 Project Intervention or Termination

In the event that a project is determined to not be making sufficient progress towards completion, Special Projects Subcommittee may intervene to take appropriate action to safe guard ASHRAE's interest including acceleration, supplying additional resources, reconstitution of the Project Committee, or terminating the project.

## 2. COOPERATIVE SPECIAL PROJECTS

### 2.1 Scope

The following procedures will be adhered to for Cooperative Special Projects.

Given their nature as uniquely defined relationships among the participating organizations, the procedures for each Cooperative Special Project will generally be negotiated through a Memorandum of Understanding (MOU) among the participating organizations. ASHRAE's negotiation will be done by the ASHRAE representative to the project with input from the Chair of Technology Council or his/her designee and the Director of Technology.

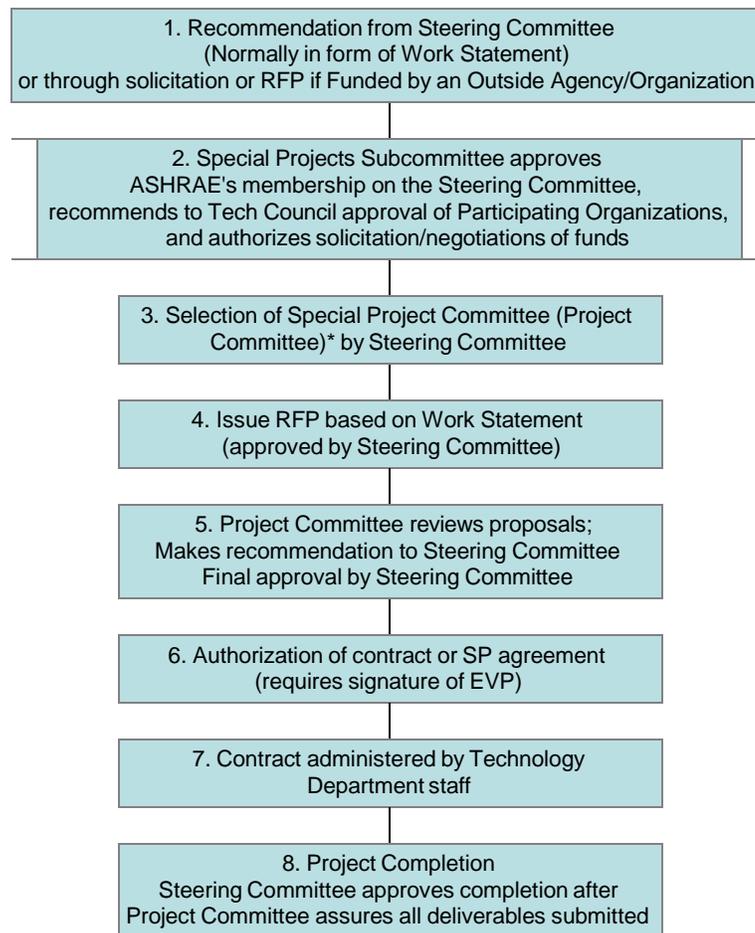
While the following sections (2.3 through 2.9) outline typical procedures, a Cooperative Steering Committee (Steering Committee) consisting of members of the participating organizations (formed as per 2.2) and the MOU between the participating organizations is the final authority on all procedures and may override the typical procedures detailed below. Figure 2 outlines the typical procedures in schematic form.

### 2.2 Administration of Cooperative Special Projects

In the case of Cooperative Special Projects, a Cooperative Steering Committee (Steering Committee) consisting of representatives of the participating organizations serves the role of the Cognizant Committee in Regular Special Projects, i.e., providing overall supervision and final approval of the effort. The Steering Committee itself, may appoint non-voting members and consultants as needed.

The ASHRAE Special Projects Subcommittee approves only ASHRAE's membership on the Steering Committee and recommends to Technology Council the approval of the other participating organizations. The other organizations identify their own representatives on the Steering Committee. ASHRAE's representative shall have authority to represent ASHRAE on these projects, including approval of the final draft of the document produced,

*Figure 2: Schematic of Procedural Steps for Cooperative Special Projects*



### 2.3 Proposals to Initiate Cooperative Special Project

#### **From within Society**

Special Projects may be proposed to the Society by any of the following:

- a. ASHRAE Representative of an existing or newly formed Steering Committee
- b. The ASHRAE Director of Technology or Director of Government Affairs when, in contact with government and/or outside organizations, he/she finds a need which the society may fulfill.

#### **From outside Society**

All proposals for Special Projects that do not originate from an exiting or newly formed Steering Committee shall be sent by the Director of Technology, or his/her designee, to the Special Projects Subcommittee of Technology Council. If the proposal is in response to a solicitation from a government agency or other organization Technology Department staff shall develop the proposal in consultation with the identified Steering Committee member(s).

## 2.4 Preparation of Proposals to Solicit or Negotiate Funding

### 2.4.1 Required Information

The preparation of proposals to solicit funding requires a Work Statement, knowledge of the number of meetings to be funded, the anticipated locations of those meetings, and the number of individuals who will be participating on the Project Committee.

### 2.4.2 Preparation of Work Statement

The Steering Committee prepares a statement of work to be performed. However, unless internally funded, it is desirable to determine through the Director of Technology, or his/her designee, that outside funding is available and that the Work Statement is acceptable to the outside organization.

### 2.4.3 Selection of Project Committee

Qualifications—Selection of Project Committee members will be made by the Steering Committee, based on suggestions or requirements from the Director of Technology.

The chair of the Steering Committee must ensure that individuals being considered for participating in Special Projects certify that their participation will not overburden them with respect to their career work or their appointed/elected responsibilities in the Society. The individual must assure the chair that this will not conflict with any policy or practice of the individual's employer.

Nondiscrimination—In selecting individuals to participate in Special Projects, the nominations should not be limited to members of the cognizant committee. Anyone, ASHRAE member or not, serving on an ASHRAE committee who is considered competent to serve on a Project Committee should be considered. In addition, individuals who wish to be considered may contact the Director of Technology who will relay the request to the chair of the cognizant committee.

## 2.5 Contractor Solicitation and Selection

On some projects it will not be feasible for the Project Committee to perform the work. This type of project, such as writing a special publication, usually requires an extensive amount of work from an individual or organization (the contractor) selected through a competitive bid or sole-source procedure. In such cases the Project Committee will supervise the work of the contractor.

### 2.5.1 Contractor Selection

The Project Committee shall review prospective contractors' proposals, evaluate the competency of those desiring to do the work, and recommend to the Steering Committee the one considered to be best for the assignment.

### 2.5.2 Non-conflict of Interest

The Steering Committee Chair is responsible for ensuring that no conflict of interest in contractor solicitation or selection exists. Members of the Steering Committee who have interests in submitting proposals on a Special Project must have no involvement whatsoever in either the Work Statement preparation, or the formation and decision process of the Project Committee.

- 2.6 Cost Estimates Refer to Section 1.7.
- 2.7 Authorization to Contract Refer to Section 1.8.
- 2.8 Notification of Contract Acceptance: Refer to Section 1.9.
- 2.9 Project Implementation
  - 2.9.1 Contract Management Refer to Section 1.10.1.

#### 2.9.2 Project Review

Project Committees should operate internally by consensus, with the goal that all reports reflect general agreement of the committee members. The Steering Committee shall review and approve any reports of the Project Committee. Other committees, such as relevant Technical Committees, shall be used as a resource in the review process as their expertise dictates.

When the deliverable of the project is a Special Publication or report, the project review procedures will be a peer review done by the Steering Committee, their organization(s), Technical Committees at interest, and by the ASHRAE membership through posting of a notice on the ASHRAE website. Normally peer reviews are conducted twice during the development process, once at 30-50% completion and once at 70-90% completion, with the review solicitation period lasting ten days to two weeks.

#### 2.9.3 Project Completion

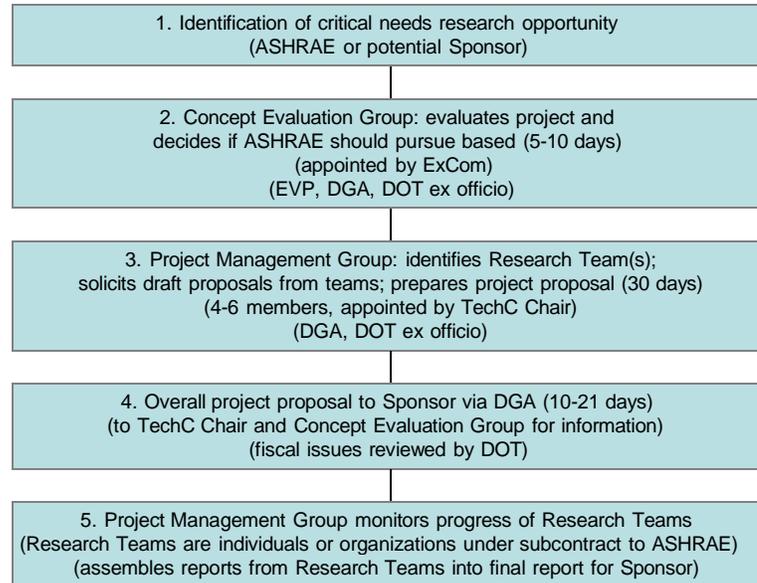
After the Project Committee is assured that all contract deliverables have been satisfactorily submitted to ASHRAE the Steering Committee shall approve completion of the project, attesting to its adequate technical quality.

### **3. FAST TRACK SPECIAL PROJECTS**

#### 3.1 Scope

The following procedures will be adhered to for Fast Track Special Projects. Figure 3 outlines these procedures in schematic form. The policies governing Fast Track Special Projects are specified in Section 1.201.019 of the Rules of the Board.

**Figure 3: Schematic of Procedural Steps for Fast Track Special Projects**



### 3.2 Administration of Fast Track Special Projects

The administrative responsibilities for Fast Track Special Projects are handled by the following committees.

#### **Concept Evaluation Group**

A panel appointed by the Executive Committee of the BOD and including the Executive Vice President, the ASHRAE Director of Government Affairs and the ASHRAE Director of Technology as ex-officio members.

This group's major functions are to 1) Evaluate the relevance of the project to ASHRAE's mission, 2) Determine if ASHRAE has sufficient expertise and ability to manage the project, and 3) Provide a go-ahead on ASHRAE responding to an initiative for ASHRAE's participation on a particular critical research project. It is expected that this group will be convened only for the evaluation of prospective projects, and, in general, will do so through electronic communication and teleconference calls. This group may ask individuals with special expertise in a particular subject to participate in the evaluation stages.

#### **Project Management Group**

A committee of no less than four and no more than six members named by the Technology Council Chair, including the Director of Technology and the Director of Government Affairs serving as ex-officio members, with counsel as desired from members of Technology Council, assigned to manage the progress of a particular project. The members are to be experts in the subject matter, familiar with ASHRAE research contracting procedures, and with experience in research management. Members of the committee are to serve on call, after approval of the project from the Concept Evaluation Group until the completion of the project. Members of the committee cannot be bidders on any contracts required to complete the project. This committee reports to Technology Council and the Sponsor of the research project.

The committee will be authorized, with assistance by assigned staff, to make non-fiscal and non-policy related decisions with regard to the research team and the sponsor. These responsibilities include: selection of research team(s), transfer of a research proposal to the Sponsor, completion of contracts, and the general activities related with communication (with the Sponsor and with the research teams), control (assuring quality and timeliness in the research activities) and coordination (amongst the various research teams). All expenses in the conduct of its work (including travel and communications) are to be paid through an overhead charge on each research contract managed by the committee.

### 3.3 Typical Steps in Project Management

The following steps are generic. Each Fast Track Special Project will in general have its own particular steps and levels of authority in accordance with the contractual agreement between ASHRAE and the sponsor.

#### 3.3.1 From Sponsor Request for Proposal (RFP) to Initial Go-ahead

Following an initiative from either ASHRAE itself, or a potential Sponsor, and their request or encouragement for a proposal, the Concept Evaluation Group should evaluate the merits and potentials for ASHRAE's involvement and advise the Technology Council Chair accordingly. This step should take from 5 to 10 days.

#### 3.3.2 From Initial Go-Ahead to Work Statement and Proposal(s)

Following the Go-ahead, a Project Management Group is to be appointed by the Chair of Technology Council. The Project Management Group (together with assigned staff) is then to identify potential researchers, and/or teams of researchers, and solicit draft proposals from them. These could be sole-source proposals. With the assistance of staff, the Project Management Group would be responsible for the final preparation and submission of an overall project proposal. This step should nominally take around 30 days.

#### 3.3.3 From Proposal(s) to Contract

The overall project proposal is then submitted to the Sponsor (via the Director of Government Affairs) for approval and to the Chair of the Technology Council for information and transfer to the Concept Evaluation Group for their information. All fiscal issues are to be reviewed by the Director of Technology. This step should take from 10 to 21 days.

#### 3.3.4 From Contract to Completion

The Project Management Group becomes the primary monitor of the research progress on the part of the Research Teams. This will call for regular site visits and extensive communication. The Project Management Group is to assure that timeliness, quality, responsiveness to the Sponsor's expectations, and fiscal accountability are maintained. Final reports from the research teams are to be compiled into one final report and submitted by the Project Management Group to the Sponsor.

### 3.4 Research Team(s)

Individual research teams shall conduct the research in close cooperation with each other and under the coordination and oversight of the Project Management Group. These teams may include individuals, research organizations, or other associations under subcontract to ASHRAE.

### 3.5 ASHRAE Overhead

ASHRAE shall determine an appropriate overhead rate to charge on all Fast Track Needs Research Projects. The overhead should cover all expenses anticipated to be incurred by both ASHRAE staff and the Project Management Group during the course of the project.

## **4. TYPES OF CONTRACTUAL AGREEMENTS**

### **4.1 Sources and Methods of Funding**

Funding for Special Projects can be provided by outside agencies and organizations through grants, contracts, purchase orders, and letters of agreement. Any method is acceptable if it is unambiguous and reasonable in terms of objectives, contractual requirements and degree and type of cost sharing. These types of contractual agreements may include, but are not limited to:

#### **Grant**

#### **Level-of-Effort Contract Fixed-Price Contract**

#### **Cost Reimbursement Contract Letter of Agreement**

Funding for Special Projects can be provided by outside agencies and organizations through either Direct or Indirect means as described below.

#### **Direct Funding**

The project funds are given by the outside funding organization to the Society and are fully accounted for in ASHRAE financial statements. The funds provided by outside organizations are treated as Special Project income as the funds are received. Funds paid to participants in Special Projects plus funds allocated to cover headquarters' costs on Special Projects (staff time, expenses and overhead) comprise the expenses for Special Projects. Any surplus or deficit resulting from the difference between the income and expenses on Special Projects will be transferred to (in the case of a surplus) or transferred from (in the case of a deficit) the research reserve fund.

ASHRAE shall comply with the appropriate accounting and auditing requirements of the funding agency or organization.

#### **Indirect Funding**

The outside funding agency provides funds to the participants in the Special Project without any direct payment to the Society; such funds are only partially accounted for in ASHRAE financial statements. The society does not receive income but incurs expenses in soliciting and participating in the projects. Special Projects of this type will show a deficit.

#### **Direct/Indirect Funding**

The outside funding agency provides funds to the Society and to the participants and only those funds provided to the Society will be accounted for in ASHRAE financial statements.

### **4.2 Method of Payment and Management Fee**

Methods of payment should be negotiated, when practicable, to include advance payments and/or progress payments. A management fee should be negotiated for projects which do not involve cost sharing.

## **5. REPORTING**

### **5.1 To Technology Council**

The staff liaison to the Special Projects Subcommittee of Technology Council shall report on each active Special Project at the Annual and Winter Meetings of the Society, as well as at the fall meeting of the Council. This report shall be presented by the Special Projects Subcommittee to Technology Council and

shall include a listing of the project sponsors, the individuals compensated, and the amount paid in compensation during the reporting period, and total to date.

5.2 To Board of Directors

In his/her annual report to the BOD the Executive Vice President shall present a listing of active Special Projects, individuals compensated and the amount paid in compensation under Special Projects for the period covered by his report but for a period of not less than a full Society year, and total to date.

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- 2.0 INITIATION AND APPROVAL
- 3.0 MEMBERSHIP
- 4.0 DEVELOPMENT
- 5.0 DISTRIBUTION
- 6.0 COOPERATION WITH OTHER ORGANIZATIONS
- 7.0 TRAVEL

1. GENERAL INFORMATION

- 1.1 Position Documents are intended to communicate explicit ASHRAE positions on subjects, ideally by referencing other ASHRAE documents and Standards. They are intended for use by ASHRAE Washington Staff and Advocacy Committee to provide information and to give background for public policy decisions and may also be used by ASHRAE membership to provide input as appropriate on local issues.
- 1.2 Position Documents are statements of established ASHRAE positions on matters of interest. They should be narrow enough in scope so that the Document's length will not exceed 10 pages and a new document can be completed for publication within 12 months unless the Position Document Committee Chair has received approval from the Technology Council for an extension. Requests for extension are to be supported by justification and submitted by the Position Document Committee Chair to the Technology Council Chair preceding the 12 month completion deadline. A revision to an existing Position Document should be completed within 6 months.
- 1.3 It is ASHRAE's goal to have a Position Document available before significant legislation is passed or regulations promulgated regarding issues that will affect ASHRAE, its members and constituencies.
- 1.4 All Position Documents, active or not, are reviewed by the Document Review Subcommittee (DRSC) of the Technology Council which is to report semiannually to Technology Council with a recommendation for revision, reaffirmation or withdrawal at intervals not exceeding 30 months. (1.300.002)
- 1.5 In the absence of a recommendation for their revision or continuity, Position Documents will be automatically withdrawn after 36 months of having been issued.
- 1.6 The Director of Technology and the Director of Government Affairs shall be copied on all drafts, minutes and correspondence regarding Position Document Committee activity.
- 1.7 After completion of the work of the Position Document Committee, all records and files will be sent to the Director of Technology for retention until the Position Document has been revised or withdrawn.

2. INITIATION AND APPROVAL PROCESS

- 2.1 A sample initiation process is below:
  - a. Initiator completes Position Document Request Form (Attachment C). The form can be submitted incomplete if items are unknown.

- b. Form received by the Technology Council Document Review Subcommittee (DRSC). Subcommittee completes form and identifies related committees and interested potential Committee members.
  - c. Form is submitted to interested committees identified in item (b) above for comment.
  - d. The DRSC, with Initiator, compiles comments and determines the Cognizant Committee and possible Position Document Committee membership, including a Chair. (Note: Comments should be summarized and compiled, but no specific form is required)
  - e. The DRSC votes on the Position Document Request. If approved the DRSC submits Position Document Request Form, Comments, and recommendation for the Cognizant Committee to Technology Council, along with a formal motion to initiate a Position Document Committee.
  - f. Technology Council considers the DRSC recommendation regarding Position Document Request, and if approved, submits Position Document Request Form to BOD ExCom for approval.
- 2.2 The Position Document Committee shall send recommendations to the DRSC for consideration if a position Document Committee wishes to recommend changes in scope and outline. The DRSC shall send the changes along with a recommendation for action to Technology Council. Copies of recommended changes will also be sent to BOD ExCom, the Chair of the Cognizant Committee, Chair and Vice Chair of the Council, the Director of Technology, and the Director of Government Affairs. Scope change requests approved by Technology Council shall be submitted to BOD ExCom for approval of the changes (D2.4.3.3).
- 2.3 The draft Position Document is approved by the Position Document Committee by consensus.
- a. Prior to submission for approval by Technology Council, the Position Document Committee shall ensure that the draft Position Document undergoes peer review within or from outside the Society. Such peer review could be performed by, but would not be limited to, the cognizant committee and is particularly critical in those limited cases where the Scope given to the PD Committee may specifically call for the development of policy not drawn from existing ASHRAE sources.
  - b. During distribution for review, the draft document should include a “DRAFT” watermark on every page to clearly identify that this is a draft document still to be approved.
  - c. The Position Document Committee will track their project using the Position Document Submittal Form found in the Technology Council Reference Manual.
- 2.4 The final draft Position Document will be submitted to the DRSC with background information on the review process, any relevant correspondence with the Cognizant Committee, peer review or other interested committees within the Society and a short justification of any negative votes by the Position Document Committee members, if applicable.
- 2.5 The DRSC submits a recommendation regarding the draft Position Document to Technology Council at least 30 days prior to the meeting at which it will be considered with information copies sent to the Chair of the Cognizant Committee, the Director of Technology and the Director of Government Affairs. DRSC shall highlight and provide reasoning for any substantive changes it makes in the draft PD.
- 2.6 The Technology Council will, following consideration, recommend whether the Position Document draft, including changes, should be approved by BOD. Technology Council shall highlight and provide reasoning for any substantive changes it makes in the draft document. Copies of transmittal to BOD will be sent to the Chair of the Cognizant Committee, the Chair of the Advocacy Committee and the Director of Government Affairs.

### 3. MEMBERSHIP of Position Document Committee

- 3.1 Based on a recommendation from the Initiator, DRSC and the Cognizant Committee as described in Section 2.1.d, the Technology Council shall appoint a qualified chair, who is a member of ASHRAE and willing to remain in the position until the project has been completed and the Position Document Committee is discharged.
- 3.2 Members of the Committee shall be selected by the Position Document Committee Chair with the approval of the DRSC and Tech Council. Membership shall satisfy the following criteria:
- a. The Committee shall be knowledgeable in the discipline of the subject of the Position Document and the public-policy dimensions of the issue.
  - b. The size of the Position Document Committee should be no less than five (5) and no more than eight (8) members and provide a good cross-section of the technical aspects of the issue and perspectives of parties at interest. The intent is that all members are classified as voting members of the Committee.
  - c. No more than one employee of any organization shall be a member.
  - d. Members shall be willing to serve until the project has been completed and the Committee discharged.
  - e. Members may be requested to serve as resource persons to assist Society leadership or staff in responding on the issue.
- 3.3 The Position Document Committee membership shall be "balanced" among the following classifications of members so that no classification shall constitute a majority of the Position Document Committee membership:
- a. Producer - Those affiliated with manufacturers of the product(s), if products are involved.
  - b. User - Those who use the product(s), if products are involved.
  - c. Public - Those familiar with public-policy dimensions of the issue which may include government agencies, code-writing organizations, associations, coalitions and public-interest groups.
  - d. General - Those who have background other than those described above such as consulting engineers, researchers, academicians and design professionals.
- Care should be taken to ensure balance so that the interests of all materially affected constituencies are fairly represented if the subject of the Position Document may result in other identified or perceived interest groups.
- 3.4 Active Position Documents (new ones under development and existing ones under revision) will have an additional non-voting liaison assigned to them (preferably a Technology Council member). The intent is for this liaison to be with the development or revision from start to finish. Non-voting liaisons are only needed while a project is active (a new Position Document is being developed or when a decision is made to revise an existing Position Document). It is recommended that these ExO's be elected members with a term of service sufficient to cover the expected length of the project.

- 3.5 A staff liaison may be assigned by the Technology Council to assist the Position Document Committee.
- 3.6 Notification of Position Document Committee appointments will be made by the Director of Technology, acknowledging the agreement of the Technology Council Chair. Copies will be sent to the Chair of the Cognizant Committee, Chair and Vice Chair of the Technology Council, and the Director of Government Affairs.
- 3.7 The Position Document Committee shall be discharged upon approval of the Position Document by the Chair of Technology Council.

#### 4. DEVELOPMENT

- 4.1 The Technology Council will be responsible for development of the Position Document, considering recommendations from the DRSC, the Cognizant Committee or their Chair, the Advocacy Committee, and the Director of Government Affairs, and will consider recommendations of any ASHRAE entity.
- 4.2 The Position Document Committee, upon appointment, will proceed to develop the draft Position Document.
- 4.3 Position Document Committee shall submit an annotated outline early in its development process and shall submit progress reports quarterly to the DRSC during development.
- 4.4 The Position Document text will be developed based on approved scope and outline following the Position Document Template included in the Technology Council Reference Manual. It should include the following:
  - a. Cover page
  - b. Position Document Committee roster
  - c. An “abstract” of 150 words or less,
  - d. A concise “executive summary” (approximately one page in length) which can provide content for a Public Policy Issue Brief (see ASHRAE Public Policy Issue Brief Procedures) The Executive Summary should contain a one-paragraph explanation of the subject, ASHRAE’s Role and View regarding the subject
  - e. Background including an presentation of the issue, discussion, documentation
  - f. ASHRAE’s position(s) that can be helpful in drafting sound and relevant public policy
  - g. ASHRAE’s commitment, publications and activities including specific statements of what ASHRAE is doing and/or is pledging to do consistent with the Positions recommended in the Document.
  - h. An annotated bibliography listing references used in the development of the PD with a brief statement as to how each reference was used..

#### 5. DISTRIBUTION

- 5.1 A copy of the Board-approved document and information concerning the history of development and approval of Position Documents shall be maintained by the Technology Council staff and shall be posted on the ASHRAE website.
- 5.2 The executive summary of a Position Document shall be published in the first available issue of the *ASHRAE Journal*. Announcement of availability of the Position Document shall be made in the *ASHRAE Journal* and *Insights*.

- 5.3 Chapters are encouraged to review the list of Position Documents on the ASHRAE website and bring relevant Position Documents to the attention of local government leaders via personal contacts.
- 5.4 The Grassroots Government Activities Committee (GGAC) will keep chapter leaders informed of information of importance to the Regions and Chapters by use of methods such as interactive electronic media.

## 6. COOPERATION WITH OTHER ORGANIZATIONS

- 6.1. Where ASHRAE and organizations desire to co-sponsor the development of Position Documents, procedures agreeable to both organizations shall be used.
- 6.2. Position Documents already developed or under development by another organization(s) may be recommended to the BOD EXCOM for endorsement by ASHRAE. The recommendations may be contingent on modifications to the documents.

## 7. TRAVEL

- 7.1 Electronic meeting methods are encouraged if the Position Document Committee needs to meet at times other than the Winter and Annual ASHRAE Conferences. In the event the Position Document Committee Chair determines that a face to face meeting of the Committee is required to expeditiously complete the work of the Committee, the Chair shall submit a request to the Technology Council for approval. The request shall contain the following information:
  - a. Meeting location and dates
  - b. Number of attendees from the Position Document Committee
  - c. Estimated budget
  - d. Justification
- 7.2 Expenses for transportation, lodging and meals as defined by the ASHRAE Travel Policy when requested and reasonable, will be considered for reimbursement as approved by the Technology Council.

**Attachment C**

**Request Form for a new ASHRAE Position Document**

To: TECHNOLOGY COUNCIL Document Review Subcommittee

Originator: \_\_\_\_\_

Date: \_\_\_\_\_

Title: \_\_\_\_\_

\_\_\_\_\_

Purpose for the Position Document: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Scope proposed for the Position Document: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

ASHRAE Members, Committees with topic interest (if known): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Desired Time Frame: \_\_\_\_\_

Notes:

- The Title conveys a description of the proposed Position Document, differentiating it from any other Position Documents
- The Purpose includes notation of any anticipated or current government action, covered by the Position Document.
- The Scope includes as much specificity as possible, also broadly describing the Position Document coverage expected.
- ASHRAE Members and Committees should include those 1) technically knowledgeable, 2) who may have interest and 3) who may have direct knowledge of government actions, either current or anticipated.

**Public Policy Position (Legislative) Brief Process**

**Length of Existing Briefs**

<b>Brief</b>	<b>Words</b>
Climate Change Brief	420
Building Energy Data	434
Energy Efficiency	471
Consensus Standards	427
STEM Education	405

**Format**

1. Title & one paragraph description of subject
2. ASHRAE's Role
3. ASHRAE View

**Process**

1. A Brief is suggested as needed
2. Technology Council and ExCom are advised
3. Advocacy Committee creates it
4. Technology Council and ExCom provide comments to it
5. ExCom approves it
6. Copies are sent to Technology Council and BOD
7. Washington Staff uses it