



THE TECHNOLOGY COUNCIL REFERENCE MANUAL

This Reference Manual for The Technology Council contains operational, background, and historical information that is useful for the operation of the Council.

This document is subject to the approval of only Technology Council.

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Special Commentary

This document does not contain mandatory language (“shall”), however, uses the word “should”.

The current Manual of Procedures (MOP), which contains mandatory language (“shall”), should be used in conjunction with this Reference Manual. The purpose of the Reference Manual is to show you how.

Changes to the Reference Manual only requires approval of Technology Council.

Section A –Technology Council Principles

Technology Council follows a path of ideation to creatively address industry needs as delegated by the Board of Directors and to meet the needs of other outside industry stakeholders.

Technology Council is an accelerator of new ideas to transform the way we are going to do our business.

Technology Council should handle the appropriate level of business and processes to avoid burdening the ASHRAE Board of Directors with approvals and reports so they can be more strategic in meetings. In addition, Technology Council should be working towards having their Standing Committees handle their appropriate level of business and motions to allow Technology Council to operate more strategically in meetings.

Members should be familiar with the following governing documents and resources:

1. Certificate of Consolidation stating the purpose of ASHRAE ([Certificate Of Consolidation | ashrae.org](#))
2. Society Bylaws – approved by the membership [Microsoft Word – ASHRAE Bylaws – 2012-Rev 2019.rtf](#))
3. Rules of the Board – the ROB is a living document, and easy to improve and amend ([Rules Of The Board | ashrae.org](#))
4. ASHRAE Mission and Vision ([Mission and Vision | ashrae.org](#))
5. ASHRAE – Code of Ethics ([Code of Ethics | ashrae.org](#))
6. ASHRAE Discrimination and Harassment ([ASHRAE Discrimination And Harassment Policy | ashrae.org](#))
7. ASHRAE Diversity, Equity, Inclusion
8. ASHRAE Simplified [Rules of Order](#)
9. ASHRAE Commercialism Policy Statement ([ASHRAE Commercialism Policy and Guidelines | ashrae.org](#))
10. ASHRAE Security and Privacy Policy ([Privacy Policy | ashrae.org](#))
11. ASHRAE – Presidential Theme (annually) ([ASHRAE Presidential Themes](#))
12. ASHRAE Strategic Plan (current version)
13. Technology Council Manual of Procedures
14. Standing Committee MOPS and References Manuals as appropriate

15. Technology Council Strategic Plan
16. Technology Council MBOs

Section B - Role of Technology Council

ASHRAE has three Councils reporting to the Board of Directors: Members, Publishing and Education, and Technology.

Technology Council has seven designated standing committees under its direction:

1. Environmental Health Committee (EHC)
2. Global Technical Interaction Committee (GTIC)
3. Refrigeration Technology Committee for Comfort – Process and Cold-Chain Committee (REF-CPCC)
4. Research Administration Committee (RAC)
5. Residential Buildings Committee (RBC)
6. Standards Committee (StdC)
7. Technical Activities Committee (TAC)

Technology Council also has three subcommittees under its direction:

1. Document Review Subcommittee (DRSC)
2. Special Projects Subcommittee (SP)
3. Operations and Planning Subcommittee (OPS)

The **primary role** of the Councils and their Standing Committees is to deliver on the purpose of ASHRAE

The secondary role of Technology Council is to serve as a bridge between its standing committees and the Board of Directors. This bridge includes the assurance that the operational activities of the council and its assigned committees are being executed and made available to the ASHRAE members.

Role of Chair and Vice Chair

The Chair or Vice Chair (in the absence of the Chair) should:

1. Be a facilitator and an enabler for creative outcomes and a visionary in inspiring others.
2. Remain neutral in discussions.
3. Focus on ideation for alternatives and converging consensus.
4. When appropriate use *ASHRAE's Simplified Rules of Order* to maintain meeting organization and agenda; may choose to follow other strategies to reach consensus.
5. Do not present motions that are incomplete. This could include:
 - a. Missing fiscal impact including monetary and staff time
 - b. Lack of a deadline where appropriate
 - c. Lack of expected deliverable or action

6. Provide time for Open Forum (comments from visitors and guests) at each meeting.

Section C - Meetings & Reporting

C1- Meetings

All members of Technology Council should be advised at the start of any meeting that ASHRAE [value statement](#) be read. Refer to the following ASHRAE link [Code of Ethics | ashrae.org](#). The [Code of Ethics](#), Core Values and Diversity Statement will be followed and a link to the ASHRAE website provided on all agendas.

1. All meetings should be open, except during executive session.
2. Technology Council should align their activities with the guiding documents as enumerated in Section A.

C2 - Reporting

1. DRAFT meeting agendas should be posted at least 30 days before meeting.
2. DRAFT meeting minutes should be posted no later than 30 days after a meeting (Chair may choose to list outcomes reached through consensus in lieu of detailed minutes).
3. An ongoing list of action items should be posted either as a separate document or documented in the minutes posted on Basecamp and webpage (no need for detailed meeting minutes).
4. All meetings should include advanced notice via email and announcement via Basecamp. When appropriate request announcements in ASHRAE newsletters.
5. We should maintain The Technology Council website and basecamp.

Section D - Standing Committees

D1 Environmental Health Committee (EHC)

1. The EHC will create and maintain their own Manual Of Procedures and Reference Manual.
2. The Manual Of Procedures requires approval of The Technology Council.

D2 Global Technical Interaction Committee (GTIC)

1. The GTIC will create and maintain their own Manual Of Procedures and Reference Manual.
2. The Manual Of Procedures requires approval of The Technology Council.

D3 Refrigeration Technology Committee for Comfort – Process and Cold-Chain Committee (REF-CPCC)

1. The REF-CPCC will create and maintain their own Manual Of Procedures and Reference Manual.
2. The Manual Of Procedures requires approval of Technology Council.

D4 Research Administration Committee (RAC)

1. The Technology Council may approve research projects, within the Board-approved research budget, up to a total project cost not to exceed \$500,000.

Projects over \$500,000 require BOD approval. The Technology Council delegates RAC to approve research projects within the Board-approved research budget, up to a total project cost not to exceed \$350,000.

2. RAC will create and maintain their own Manual Of Procedures and Reference Manual.
3. The Manual Of Procedures requires approval of Technology Council.

D5 Residential Buildings Committee (RBC)

1. RBC will create and maintain their own Manual Of Procedures and Reference Manual.
2. The Manual Of Procedures requires approval of Technology Council.

D6 Standards Committee (StdC)

1. The EHC will create and maintain their own Manual Of Procedures and Reference Manual.
2. The Manual Of Procedures requires approval of Technology Council.

D7 Technical Activities Committee (TAC)

1. The EHC will create and maintain their own Manual Of Procedures and Reference Manual.
2. The Manual Of Procedures requires approval of Technology Council.

Section E - Subcommittees

E1 - Operations and Planning Subcommittee

Scope and Purpose

The Operations and Planning Subcommittee ensures that the Technology Council's budgets align with ASHRAE's Strategic Plan through effective financial planning. The committee reviews budgets to confirm that decisions support the needs of the Standing Committees under the Technology Council, including responsibilities for planning, monitoring, and oversight. See Appendix A for budget overview.

As part of its planning role, the subcommittee oversees both the Technology Council's strategic plan and the strategic plans of the Standing Committees that report to it.

OPS ensures that all proposed changes to the Rules of the Board (ROB), MOPs, and Reference Manuals for the Technology Council and its standing committees comply with ASHRAE policy.

Membership

The Operations and Planning Subcommittee consists of the Chairs of each of the Standing Committees reporting to the Council, as well as 3 or 4 The Technology Council members assigned by the Chair of The Technology Council.

Responsibilities and Duties

The Operations and Planning Subcommittee coordinates with the Standing Committee Chairs on the budgeting process, timing, accounting system and strategic planning needs. ASHRAE Staff, through the Director of Technology along with Technology Council Chair and Vice Chair, prepare Technology Council budget with input from the Standing Committees. The budget is reviewed at each Technology Council meeting to note changes, needs and committee recommendations for compliance and future requirements.

OPS is responsible for reviewing and recommending changes to the Rules of the Board (ROB) for the Technology Council and its standing committees. OPS approves changes to the MOPs of all standing committees under the Technology Council and reports these as information items to the Council. Additionally, OPS recommends updates to the Technology Council's MOP and Reference Manual.

Standing Committees and the Technology Council may submit proposed changes to the Rules of the Board (ROB) through the OPS Committee to adjust membership, update policies, streamline activities, or for other appropriate reasons. Details on the process for submitting changes to the ROB can be found in the Society Rules Committee [Reference Manual](#).

Rules of Board are posted here: <https://www.ashrae.org/about/governance/rules-of-the-board> (Log in to the ASHRAE Website is required for access.)

E2 – Special Projects

The Special Project Subcommittee shall be responsible for the administrative and financial oversight of all ASHRAE Special Projects. Special Projects is also the oversight committee for the Center of Excellence of Building Decarbonization (CEBD) projects proposed to The Technology Council. See Appendix B for details on the procedures for the development and oversight of Special Projects.

Membership

The Chair should be a voting member of Technology Council that is not a Chair or Vice-Chair reporting to Technology Council. The Chair is appointed by the Technology Council Chair and is normally the Technology Council liaison to the CEBD.

The following are the additional voting members appointed by the Chair of Technology Council:

1. Vice Chair of Technology Council.
2. The Technology Council voting members that are not Chairs or Vice Chairs of the Standing Committees reporting to Technology Council. One should be appointed as Vice Chair of Special Projects

The following liaisons (max 13) may be appointed by the Technology Council Chair to

Special Projects in consultation with the Technology Council Standing Committee Chairs:

1. One to three members from Standards Committee are not the Chair or Vice Chair. (It is recommended that consideration be given to SPLS liaisons to project committees that are involved in decarbonization efforts).
2. Two to five (max) members from TAC that are not the Chair or Vice Chair. (It is recommended that TAC section heads for sections that are involved in decarbonization efforts be considered.)
3. One representative each from GTIC, RAC, EHC, REF-CPPC and RBC that are not the Chair or Vice Chair of the committee.

CEBD Project Management

Special Projects oversees the projects assigned or proposed to Technology Council through the CEBD. These projects can be guides or research projects where funding is obtained from the Research Reserves Fund. Each project is managed by a working group (WG) that may also act as the Project Evaluation Subcommittee (PES) and/or the Project Monitoring Subcommittee (PMS). Special Projects approve scope and members of the Working Groups. Voting members of Special Projects would be assigned to each working group as a champion. The approval process will follow the special projects process as outlined in Appendix C.

E3 – Document Review Subcommittee (DRSC)

This subcommittee is normally chaired by the Technology Council Vice Chair. Normally, Standing Committee Vice-Chairs and/or ExO's are appointed to DRSC.

DRSC Scope

DRSC shall be responsible for the response to requests from the Council to review various Society documents as well as those from other organizations. This may include standards, papers, publications or other documents of a technical nature.

DRSC Responsibilities

1. DRSC will be responsible for reviewing new and existing Position Document drafts as they are developed following procedures specified here within, and keeping Technology Council informed of the progress of all Position Documents that are active.
2. DRSC will be responsible for managing the review of new Position Documents following procedures specified here within and bringing forward recommendations to Technology Council for action.
3. DRSC will be responsible for managing the review of status of existing Position Documents following procedures specified here within and bringing recommendations for reaffirmation (with or without editorial changes), revision, or withdrawal to Technology Council as necessary.
4. DRSC will be responsible for maintaining the Position Document Template (**Appendix D**).
5. DRSC will be responsible for reviewing Public Policy Issue Brief drafts as they are

developed by the GAC upon request , and keeping the Technology Council informed of the progress and refer comments back to the Government Affairs Committee.

6. This subcommittee shall review the WISE (Washington Internship for Students of Engineering) 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 and the Director of Government Affairs.

ASHRAE Position Documents – General Information

1. A Position Document (PD) is a BOD-approved document expressing the views of the Society on a current issue of importance to ASHRAE and its members. It includes a concise summary statement as well as supporting documentation, analysis and/or rationale, and recommendations
2. Position Documents are intended to communicate explicit ASHRAE positions on subjects, including reference to other relevant ASHRAE documents and Standards. They are intended for use by ASHRAE Washington Staff and Government Affairs Committee to provide information and to give background to public policy decisions and may also be used by ASHRAE membership to provide input as appropriate on local issues.
3. Position Documents are statements of established ASHRAE positions on matters of interest. They should be narrow enough in scope so that a new document can be completed for publication within 18 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 18-month completion deadline. A revision of the existing Position Document should be completed within 12 months.
4. 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 constituents.
5. Position Documents are reviewed every 30 months and are automatically withdrawn in not reaffirmed or revised within 36 months of issue. Each version of a Position Document will contain the expiration date on the cover.

Position Document Initiation and Revision Approval Process

The Position Document (PD) initiation/revision process is below:

1. Initiator completes Position Document Request Form (**Appendix C**). The form can be submitted incomplete if items are unknown. This form shall be used to request a new PD or a revision to an existing PD.
2. Form received by the DRSC. DRSC completes form and identifies related committees and interested potential Committee members.
3. Form is submitted to interested ASHRAE committees/members identified in form

for comment.

4. The DRSC, with Initiator, compiles comments and determines the Cognizant Committee and the possible Position Document Committee membership, including a Chair. (Note: Comments should be summarized and compiled, but no specific form is required).
5. 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.
6. Technology Council considers the DRSC recommendation. Requests for new PDs and revisions to existing PDs require Technology Council and BOD approval. Requests for PD committee membership require Technology Council approval.
7. When the Position Document Request Form is approved by the appropriate body, the PD Committee can be appointed according to procedures specified here within.

Position Document Expiration, Reaffirmation, and Withdrawal Process

1. Position Documents expire 36 months after the approval date. This expiration date will be listed on the cover of the published PD. Expired PDs will be archived and removed from the ASHRAE website by ASHRAE Staff.
2. Position Documents can be reaffirmed as-is or reaffirmed with minor editorial changes with a recommendation by the Cognizant Committee to DRSC for a period of up to 36 months. DRSC should send a recommendation for action to Technology Council. PD reaffirmations require Technology Council approval and shall be reported to the BOD as an information item.
3. Position Documents can be withdrawn at the recommendation of the Cognizant Committee to DRSC. DRSC should send a recommendation for action to Technology Council. PD withdrawals require Technology Council approval and shall be reported to the BOD as an information item.

Membership of Position Document Committee

Based on a recommendation from the Initiator, DRSC and the Cognizant Committee as described previously, Technology Council should appoint a qualified Position Document Chair, and PD Committee. The Chair shall be a member of ASHRAE and willing to remain in the position until the project has been completed and the Position Document Committee is discharged.

Membership should satisfy the following criteria:

1. The Committee should be knowledgeable in the discipline of the subject of the Position Document and the public-policy dimensions of the issue.
2. The size of the Position Document Committee should be no less than five (5) and no more than eight (8) voting members and provide a good cross-section of the technical aspects of the issue and perspectives of parties at interest.

3. For a Position Document Committee of greater than 8 members to be approved, the sponsoring committee must provide a technical justification that identifies critical topics to be included and demonstrate how important topics cannot be addressed with an 8-member committee.
4. No more than one employee of any organization should be a member.
5. Members should be willing to serve until the project has been completed and the Position Document Committee discharged.
6. Members may be requested to serve as resource persons to assist Society leadership or staff in responding on the issue.

The Position Document Committee membership should be "balanced" so that no classification constitutes a majority of the Position Document Committee membership. For example, the following classifications of members could be considered.

1. **Producer** - Those affiliated with manufacturers of the product(s), if products are involved.
2. **User** - Those who use the product(s), if products are involved.
3. **Public** - Those familiar with public-policy dimensions of the issue which may include government agencies, code-writing organizations, associations, coalitions, and public-interest groups
4. **General** - Those who have backgrounds 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.

Active Position Documents (new PDs under development and existing PDs under revision) will have an additional non-voting liaison assigned to them (preferably a DRSC liaison who is 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.

A staff liaison should be assigned by Manager of Research and Technical Services to assist the Position Document Committee.

Notification of Position Document Committee appointments will be made by the Director of Technology, acknowledging the agreement of Technology Council Chair. Copies will be sent to the Chair of the Cognizant Committee, Chair and Vice Chair of Technology Council.

The Position Document Committee should be discharged by the Chair of Technology Council when the PD is approved by the BOD and published.

Position Document Committee Travel

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 should submit a request to Technology Council for approval. The request should be submitted when a PD committee is requested and should be at least 60 days in advance and contain the following information:

1. Meeting location and dates
2. Number of attendees from the Position Document Committee
3. Estimated budget
4. Justification

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 Technology Council.

Position Document Development

The Position Document Committee, upon appointment, will proceed to develop the draft Position Document.

Position Document Committee should submit progress reports and drafts (if available) quarterly to the DRSC during development.

The Position Document text will be developed based on the approved TPS and comply with the Position Document Template (Appendix D). If the Position Document Committee wishes to recommend changes in the approved TPS, they should send recommendations to Cognizant Committee and DRSC. The DRSC should send the changes along with a recommendation for action to The Technology Council. TPS changes require Technology Council and BOD approval.

Prior to submission for approval by Technology Council, the Position Document Committee should 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, prior PDCs, or project committees. It 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.

The draft Position Document shall be approved by the Position Document Committee. Votes shall be recorded and included with the recommendation to DRSC

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 or abstentions votes by the Position Document Committee members, if applicable.

The DRSC shares the Position Document concurrently with the approving bodies (DRSC/ Technology Council/BOD) for a 14 day review at least 30 days prior to the meeting at which it would be considered for approval. Comments from DRSC/ Technology Council/BOD will be collected by Staff and sent to the Position Document Committee for consideration. Any changes made by the Position Document Committee to the Position Document should be approved by the Position Document Committee.

The DRSC shall submit a recommendation regarding approval of the draft Position Document to Technology Council with information copies sent to the Chair of the Cognizant Committee, and the Director of Technology. DRSC should highlight and provide reasoning for any substantive changes it makes in the draft PD.

The Technology Council will recommend whether the Position Document draft, including changes, should be approved by BOD. Technology Council should 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. Upon approval from the BOD, ASHRAE Staff will send the approved PD to ASHRAE Editorial Staff for editorial review before publication.

Position Document Distribution

A copy of the Board-approved document should be posted on the ASHRAE website. Information concerning the history of development and approval of Position Documents should be maintained by The Technology Council staff .

The Government Activities Committee (GAC) will keep chapter leaders informed of information of importance to the Regions and Chapters by use of methods such as interactive electronic media.

Cooperation with Other Organizations

Where ASHRAE and organizations desire to co-sponsor the development of Position Documents, procedures agreeable to both organizations should be used.

Position Documents already developed or under development by other organization(s) may be recommended to the BOD EXCOM for endorsement by ASHRAE.

The recommendations may be contingent on modifications to the documents.

DRSC Role in Public Policy Issue Briefs

The DRSC and Technology Council is shown in the GAC review and approval process for the technical information shown from the documents (typically PDs) is current and appropriate. Since the PDs are on a 3-year cycle, there are times that the PD is being updated while the PPIB is being created or revised itself. Current PPIBs are posted on GAC webpage ([here](#)).

These PPIBs are mainly used by the GAC members and the ASHRAE staff in Washington D.C. The process for developing a PPIB is shown in the GAC MOP.

Section F - Mentoring Program

The Chair of Technology Council should appoint a mentor to all first-year voting members of Technology Council. The mentor should plan to meet with the mentee prior to the first meeting the mentee will attend. The mentor should provide an overview of issues relevant to Technology Council to the mentee and be a resource throughout the year to the mentee.

APPENDIX A Society and Technology Council Budget Overview

The Finance Committee and Board of Directors approve the fiscal year budget at the June Annual Meeting. The budget takes effect July 1 and remains fixed until June 30 of the following year. The Technology Council may reallocate up to 5% of its current budget within its own expenses, excluding salaries, benefits, and overhead. Any transfer of funds to other ASHRAE Councils or outside organizations requires Board approval. When planning, the Technology Council should consider budgets for the next two years.

Budget Development Timeline

Activity	Timing	Format
Councils/Committees start developing programs for next fiscal year	September	Virtual
Councils/Committees review current year budgets and adjust forecasts	September–October	Virtual
Committees submit prioritized program list to their reporting unit (Council or BOD)	October	Virtual
BOD and Councils develop prioritized program list and submit to Finance Planning Subcommittee & Society Planning	November	Virtual
Finance compiles program list and compares against budget	December	Virtual
Council (OPS) reviews existing budget, adjusts forecasts, and	January–February	Winter Conference

submits additional requests for next year		
Staff & Finance Planning prepare program summary spreadsheet for BOD review and preliminary budget	February–March	Email, Electronic, Virtual Meetings
ExCom and BOD review priority program summary and present to BOD	April–May	Conference Call or Virtual Meeting
Finance prepares recommended budget	April–June	Electronic or Spring Meeting
Finance submits draft budget to BOD	May	Conference Call or Virtual Meeting
BOD reviews, approves, or changes new budget	June	Annual Meeting
Train incoming Vice Chairs on budgeting; review prior/current budgets and plan for next year	July	Virtual
Society fiscal year begins	July 1	—

Budget Reference Information

ASHRAE uses “Program” based budgeting to review new and existing needs to determine which programs will receive funding based upon the availability of funds, and the value of meeting the needs and priorities of ASHRAE. See ASHRAE [Finance Committee Reference Manual](#) for additional information.

Financial Reports Reviewed by the ASHRAE Director of Technology

The ASHRAE accounting system assigns each committee a unique number:

- **Standards** = 601

- **RAC (Research Fund)** = 731
- **TAC** = 602
- **REF-CPCC** = 605
- **RBC** = 611
- **EHC** = 612
- **GTIC** = [number not provided]
- **Special Projects** = 609

Councils do not have separate budget sheets; their totals are the sum of their committees' budgets. Each committee also has a six-digit code:

- **000000** = Base budget (excluding programs)
- **xxxxxx** = Committee programs (e.g., 601005 = International Standards program)

Program and non-program sheets roll up to the committee's total budget. Most committees have associated programs.

Monthly financial reports include:

- Current month data
- Year-to-date (YTD) totals
- Fiscal year budget and actuals for the past three years
- Current year forecast
- Draft budgets for the next two years

Reports list revenues and expenditures by line item. Note: Technology Council has limited revenue, except for RAC's research program.

Staff salaries, payroll taxes, and benefits are managed by accounting and not controlled by committees. **Travel expenses** (excluding staff), meeting costs, presentations, and outside services (consultants) are the largest controllable expenses.

Each sheet includes:

- **Total Expense Before Overhead**
- **Allocation of Overhead**, automatically assigned based on overall staff size.

Project or Program Eligibility Criteria

Technology Council or any of its standing committees may ask for funding for a new project or program.

For a project or program to be considered, the answer to each of the following questions must be No:

1. Lobbying
Does the project comply with Article 7(1)(l) of the Certificate of Consolidation?
"The consolidated corporation shall be operated exclusively for scientific and educational purposes; no substantial part of the activities of the consolidated corporation shall be the carrying on of propaganda, or otherwise influencing or intending to influence legislation."
2. Federal Advisory Committee Act (Public Law 92-463)
Does the project align with applicable regulations?
(Consult with the Director of Technology and Government Advocacy.)
3. Competing Projects

Are there similar projects currently being evaluated or already undertaken by ASHRAE?

If the answer to all questions is No, determine whether the project can proceed through the normal ASHRAE process or requires expedited or extraordinary effort. If an existing budget can absorb the cost, then money can be reallocated as detailed in the Reference Manual. Projects or programs requesting money outside of what is budgeted should include the cost, the time to complete, and the impact on staff (hours/realigning projects) as part of the request.

Below is a listing of line items for the budgets with descriptions relevant to Technology Council revenues and expenses.

Definitions of Individual Line Items on Statement of Revenues & Expenses

Definitions of Revenues

- Line #35.1 Meeting & Seminar Income – registration fees for conferences & meetings, such as, spring conference, triennial IAQ conference, Annual & Winter meeting
- Line #37 Special Project Income – funding/grants from outside sources designated for specific projects
- Line #38 Contribution Income – General unrestricted donations from regular & Life members, Carrier Award, Distinguished Public Service Award, Education

Definitions of Expenses

- Line #51 Salary Expense - payroll
- Line #52 Payroll Taxes, Benefits, Personnel Exp. –payroll tax, temporary help, personnel ads, health, disability, dental & life insurance, 401k matching, pension plan
- Line #64 Meetings & Conferences Expense –Hotel, room rental, meals & entertainment, speaker fees, onsite bookstore, tech awards and Distinguished Lecturers for BOD, Ex Com, Washington office, Education, Councils, CRC's and the winter & annual meetings
- Line #66 Travel Expense – all reimbursed travel expenses – annual/winter meeting and CRC/fall and spring for staff, members and BOD
- Line #71 Research Projects & Grants Expense – General Fund – Senior Student grants; Research Fund
– research projects, grants-in-aid, new investigator award
- Line #73 Special Projects Expense
- Line #82 Office Expense and Organizational Dues– office supplies, postage, printing, telephone, dues & subscriptions for scholarship committee, renewal notices, winter and annual meetings, CRC's, the Journal, the Handbook, International Standards, technical activities, IAQ research and education (SDL, PDS, short courses and in-company seminars), dues for National Engineers Week, CEES.
- Line #84 Outside Services Expense – legal, accounting, maintenance of leased equipment (computers, network, copiers), software maintenance
- Line #90 Depreciation Expense – Depreciation on real property owned by ASHRAE

(building and, equipment, AMS software)

Line #91 Overhead Expenses – Overhead costs include all building related expenses, utilities etc. This also includes all administrative, staffing and marketing expenses related directly to internal business operations supporting the Board, Council or Committee.

Board Expenses – Board expenses include those of the Presidential, Presidential Ad Hoc, Ex Com, Board of Director and all committees reporting to the Board of Directors.

Allocation of Expenses – Such overhead expenses are allocated on salaries (typically a ratio of 1.3) assigned to the respective Board, council, or committee monthly, proportional to the assigned program or activity.

APPENDIX B Special Projects Processes

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

In the case of joint research/Special Project the Special Project Committee may be the Project Monitoring Subcommittee of the Cognizant Committee

Proposals to Initiate a Regular Special Project from within Society

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

1. Any ASHRAE Committee
2. 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.
 - a. Any member who has knowledge of the needs of the outside organization.

Proposals to Initiate a Regular Special Project from outside the Society

All proposals for Special Projects that do not originate from an ASHRAE committee should 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 should develop the proposal in consultation with the identified cognizant committee(s).

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 that is assigned specific responsibilities for managing, and in some cases conducting, a Special Project. The committee and its chair should 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 should approve the initiation of and the final product of the Special Project, and should appoint the Special Project Committee roster. Special Project Committee rosters that are not approved by RAC 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 should provide status updates to the ASHRAE Special Projects Subcommittee regarding the Special Project.

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 The 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. 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.

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, is 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.

Preparation of Proposals to Solicit or Negotiate Funding 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 in the Project Committee.

Preparation for 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. The Special Projects Subcommittee will review work statements that are not reviewed by RAC or Standards Committee. 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, during the special project, supplemental funding is obtained and/or the scope of work changes, a revised Work Statement must be approved by the Special Projects.

Selection of Project Committee

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 “*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.

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.

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.

Contractor Selection

The Project Committee should 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. The lowest responsive point per dollar bid should be selected

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 the contractor selection process of the Project Committee and must recuse themselves from any discussion during the selection process.

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, 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.

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 or their designee.

Notification of Contract Acceptance:

Project Committee members who are entitled to receive compensation for expenses and/or services will be 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, should 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.

Project Implementation - Contract Management

All contracts, grants, and agreements will be administered as assigned by the Director of Technology and should 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.

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 should review and approve any reports of the Project Committee. Other committees, such as relevant Technical Committees, should be used as a resource in the review process as their expertise dictates.

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

1. For a Research Project Special Project, the PTAR process will be followed.
2. For CEBD requested projects, the modified research proposal process will be followed.
3. 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.

Project Completion

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

Project Intervention or Termination

If 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.

Cooperative Special Projects

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 for the project with input from the Chair of Technology Council or his/her designee and the Director of Technology.

While the following sections outline typical procedures, a Cooperative Steering Committee (Steering Committee) consisting of members of the participating organizations 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.

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 The Technology Council the approval of the other participating organizations. The other organizations identify their own representatives on the Steering Committee. ASHRAE's representative should have authority to represent ASHRAE on these projects, including approval of the final draft of the document produced.

Proposals to Initiate Cooperative Special Projects From Within ASHRAE

Special Projects may be proposed by:

1. An ASHRAE representative from an existing or newly formed Steering Committee
2. The ASHRAE Director of Technology when, through contact with government or external organizations, a need is identified that ASHRAE can fulfill

From Outside ASHRAE

Proposals that do not originate from a Steering Committee should be submitted by the Director of Technology (or designee) to the Special Projects Subcommittee of the Technology Council. If the proposal responds to a government or external solicitation, Technology Department staff will develop the proposal in consultation with the designated Steering Committee member(s).

Preparation of Funding Proposals

Required Information:

- A Work Statement

- Number of meetings to be funded
- Anticipated meeting locations
- Number of individuals participating on the Project Committee

Work Statement:

The Steering Committee prepares the statement of work. If external funding is required, the Director of Technology (or designee) should confirm funding availability and ensure the Work Statement meets the requirements of the outside organization.

Administration of Fast Track Special Projects

Fast Track Special Projects are administered by two key groups:

1. Concept Evaluation Group

Composition: Appointed by the Executive Committee of the Board of Directors (BOD) and includes the ASHRAE Director of Technology as an ex-officio member.

Primary Responsibilities:

- Evaluate the project’s relevance to ASHRAE’s mission
- Determine if ASHRAE has the expertise and capacity to manage the project
- Decide whether ASHRAE should respond to an initiative for participation in a critical research project

This group convenes only for project evaluations, typically via electronic communication or teleconference. Subject matter experts may be invited to assist during evaluation.

2. Project Management Group

Composition: 4–6 members appointed by the Technology Council Chair, including the Director of Technology as an ex-officio member. Members must:

- Be subject matter experts
- Understand ASHRAE research contracting procedures
- Have experience in research management

Restrictions: Members cannot bid on contracts related to the project.

Responsibilities:

- Manage project progress from approval through completion
- Make non-fiscal, non-policy decisions regarding research teams and sponsors
- Oversee team selection, proposal transfer, contract completion, and communication
- Ensure quality, timeliness, and coordination among research teams

Expenses (travel, communication) are covered by an overhead charge on each research contract managed by the committee.

Typical Project Management Steps

Step 1: Sponsor Request to Initial Go-Ahead (5–10 days)

Concept Evaluation Group reviews the proposal and advises the Technology Council Chair.

Step 2: Go-Ahead to Work Statement & Proposal (≈30 days)

Project Management Group is appointed, identifies researchers, solicits proposals, and prepares the final project proposal.

Step 3: Proposal to Contract (10–21 days)

Proposal submitted to Sponsor via Director of Government Affairs; fiscal review by Director of Technology.

Step 4: Contract to Completion

Project Management Group monitors research progress, ensures compliance with sponsor expectations, and compiles final report.

Project Teams

Research teams work collaboratively under Project Management Group oversight. Teams may include individuals, research organizations, or associations under subcontract to ASHRAE.

ASHRAE Overhead

An appropriate overhead rate should be applied to cover all administrative expenses for Fast Track Special Projects.

Funding and Contract Types

Funding may come from external agencies through:

- Grant
- Level-of-Effort Contract
- Fixed-Price Contract
- Cost-Reimbursement Contract
- Letter of Agreement

Funding Methods:

- Direct Funding: Funds paid to ASHRAE and fully accounted for in financial statements
- Indirect Funding: Funds paid directly to participants; ASHRAE incurs costs but receives no income
- Direct/Indirect Funding: Combination of both methods

Payment Terms:

Advance or progress payments should be negotiated when possible. A management fee should be included for projects without cost sharing.

Reporting Requirements

- The staff liaison to the Special Projects Subcommittee of the Technology Council must report on all active Special Projects at:
 - The Annual Meeting
 - The Winter Meeting
 - The Fall Technology Council Meeting

This report, presented by the Special Projects Subcommittee to the Technology Council, should include:

- A list of project sponsors
- Names of individuals compensated
- Amounts paid during the reporting period and cumulative totals

Special Projects Funded through Research Reserves (CEBD)

Project Request

Special Projects manages the research projects and funds for the research projects in partnership with the Center of Excellence for Building Decarbonization (CEBD). Prior to the initiation to a project, CEBD shall provide a 2-page summary document providing an overview of the Project. This summary should outline the goal of the project, proposed timelines, proposed budget, outside funding sources and potential collaborations outside ASHRAE. After reviewing the two page summary, Special Projects will determine if the Project moves forward.

If Special Project approves moving forward, then a Special Project Champion in partnership with the CEBD Champion will work with a group of experts from technical committees for the development of a work statement. The general timeline for development of the work statement is one month from approval of project.

Establishment of Working Group

Technology Council Special Project champions, in consultation with the CEBD liaison, will coordinate to establish approved project WGs. WGs will include staff liaisons, the CEBD liaison(s), The Technology Council SP champion(s), relevant TC members or other interested and qualified experts. WGs, or a subset, should have a minimum of 4 members, and should not exceed a total of 9 members.

The WG will function as the proposal evaluation subcommittee (PES) to review bids and the project monitoring subcommittee (PMS) to monitor project milestones, schedule, and progress and to evaluate the final deliverables. The SP Champion can select the PES chair. WGs will meet regularly, and staff liaisons will work with project WGs to monitor projects including progress tracking, budget, and assist with reporting.

WG participants anticipate submitting a bid to work on a project, they must recuse themselves from the project WG. They must also disclose the extent of their involvement with the project in their bid. This will avoid any conflicts of interest or unfairness in the bidding process.

Development of Work Statement

When the WG completes the work statement it will be shared with the Manager of Research and Technical Services (MORTS) and the RAC Research Liaison for the relevant section for review and comment. The general timeline for this is 2 weeks. Once comments are received the WG will review and implement any changes. Special Projects shall approve the final work

statement. The Work Statement will then be converted to an RFP.

RFP Development and Bid Process

Request for Proposal (RFP) [Timeline: 45 or 60 days for RFP]

The RFP will be placed out for bid for a period of 45 or 60 days. Staff will inform the WG when the RFP is available to bid and announced on the ASHRAE website. The default will be 45 days. All RFPs in the same bid cycle must have the same bid period. Bid periods for RFPs will not overlap.

The proposed bidders listed in the WS and the ASHRAE Research Project Bidders listserv) will receive an email from ASHRAE staff indicating the project is open for bid and asking them to submit an intent to bid.

Technical questions asked during the bidding process will be shared for feedback from one primary contact from a qualified expert in the project WG and assigned staff will share with all potential bidders (immediate turnaround is required). Staff will address procedural questions.

The Assistant Manager of Research will gather all bids for the RFP. Once the bidding period has closed the bids will be shared with the WG along with an evaluation bid scoring sheet. All WG members will be blind copied and should not discuss the bids until all evaluation bid scoring sheets have been collated by staff.

Bid Review

The WG will serve as the PES and PMS. The WG can choose a subset of the full WG to be the PES. This should be between 4 and 9 people. The WG PES is expected to:

1. Commit to the reviewing deadlines of two weeks.
2. Participate in a blind review of bids and complete an evaluation bid submittal form for each bid.
3. Submit evaluation forms directly to The Technology Council SP staff liaison and do not share with other members of the WG. A summary sheet for reporting evaluations of proposals will be compiled by staff and used to determine the final score for each bidder.
4. Participate in a meeting to review final scores and select a bidder for The Technology Council SP to approve. The default for selecting a bidder is the lowest point per dollar for qualified bids (70 points or higher). Once the bidder is approved by the WG and The Technology Council SP, staff will notify the bidder and complete the contract negotiations. All those not selected will be notified after the contract is finalized.

Project Monitoring & Evaluation of Deliverables

WG shall review and approve the final report (and any other deliverable(s)) for the project. If there are comments, they shall be communicated in writing to the PI that need to be addressed within a predefined period. If needed a no-cost extension could be granted if approved by The Technology Council SP.

The assigned staff project liaison will work with The Technology Council SP staff liaison to ensure all project objectives and deliverables are complete, ensure all budget statements have been submitted, and the relevant departments and committees are updated on project progress. Final research deliverables and relevant reports should be approved by the WG, reported to The Technology Council SP, and placed in the Technology Portal.

APPENDIX C Request Form for a new or revised ASHRAE Position Document

To: TECHNOLOGY COUNCIL Document Review Subcommittee

Initiator:.....

Date:

Title:

Purpose for the Position Document:

Scope proposed for the Position Document:

Suggested ASHRAE Members, Committees with topic interest (if known):.....

Desired Time Frame:.....

Notes:

1. The Initiator can be an individual or a Cognizant Committee.
2. The Title conveys a description of the proposed Position Document, differentiating it from any other Position Documents. If this is a revision to a current ASHRAE PD please list current Title or show suggested changes.
3. The Purpose includes notation of any anticipated or current government action, covered by the Position Document. If this is a revision to a current ASHRAE PD please list the approved Purpose or show suggested changes.
4. The Scope includes as much specificity as possible, also broadly describing the Position Document coverage expected and differentiating it from other Position Documents. If this is a revision to a current ASHRAE PD please list the approved Scope or show suggested changes.
5. 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.
6. Staff can provide samples of old Position Document requests or current PD TPS's upon request.

APPENDIX D Position Document TEMPLATE



ASHRAE Position Document on

Title of (Topic)

Approved by the ASHRAE Board of Directors [DATE] Expires [DATE]

ASHRAE is a global professional society of over 55,000 members, committed to serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields (HVAC&R). ASHRAE position documents are approved by the Board of Directors and express the views of the Society on specific issues. These documents provide objective, authoritative background information to persons interested in issues within ASHRAE’s expertise, particularly in areas where such information will be helpful in drafting sound public policy. The documents also clarify ASHRAE’s position for its members and building professionals.

(Topic) is a Public Interest Issue

Paragraph on why the (Topic) is of the public’s interest.

Why ASHRAE Takes Positions on (Topic)

ASHRAE consensus standards and design guides provide the technical foundation for international building practices and energy codes that balance the need for energy efficiency with the need to keep the indoor environment healthy and comfortable for occupants. The design, construction and operation of buildings’ mechanical systems can improve—or can impede—the buildings’ ability (Topic)

Consequently, ASHRAE’s positions, standards and design guidance can help avoid health risks associated with (Topic).

ASHRAE Takes The Positions That:

1. (example) Public health authorities have documented consistent associations ...
2. (example) Health risks are increased when...

ASHRAE Recommends That:

Present major recommendations. When appropriate use bullet styles.

1. (example) Policymakers, government agencies and regulators encourage adoption of ASHRAE documents (list and reference documents). What ASHRAE documents support our position?
2. (example) When planning and designing new buildings and HVAC systems, building owners and HVAC design professionals provide adequate budget, equipment and controls to ...
3. (example) In existing buildings, owners, occupants and building operation and maintenance professionals review the early warning signs and detailed risk reduction measures
4. (example) ASHRAE committees continue to update standards and guidance to remain consistent with developing knowledge about (Topic). What additional work should ASHRAE undertake in this area?
5. (example) ASHRAE holds a strong position that (clear statement with implications of that position).
6. (example) ASHRAE recommends that further research (if appropriate, describe and justify further research or study to be conducted).
7. (example) ASHRAE is committed to (enumerate, if appropriate, ASHRAE's commitment to develop specific standards, address specific research, etc.).

Figures and Tables

When presenting data, charts, tables, figures would be of assistance. These could be added at the end of the text, or inserted in the text upon their being cited.

Appendix A – Background

Relevant technical information, history, information supporting or justification of ASHRAE positions and recommendations can be listed here. This Appendix can be considered informative to the PD.

REFERENCES

All references should be cited in the text, properly elaborated so that they clearly support any relevant statements. ASHRAE's preferred method of citation, widely used in scientific texts, is the author-date method. Follow ASHRAE Authors' Manual. The following is an example of references.

- Arun, M., and E.G. Tulapurkara. 2005. Computation of turbulent flow inside an enclosure with central partition. *Progress in Computational Fluid Dynamics* 5:455–65.
- ASHRAE. 2001. *ANSI/ASHRAE Standard 52.2-2001, Method of Testing General Ventilation Air-Cleaning*

Devices for Removal Efficiency by Particle Size. Atlanta: American Society of Heating, Air-Conditioning and Refrigeration Engineers, Inc.

ASHRAE. 2005. *2005 ASHRAE Handbook—Fundamentals*. Atlanta: American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc.

Axley, J. 2006. *Ventilation Systems: Design and Performance*, 2nd Ed. Chapter 4.3, Macroscopic methods. H.B. Awbi, ed. London: Taylor & Francis Books, Ltd.

Dhinsa, K., C. Bailey, and K. Pericleous. 2005. Turbulence modelling for electronic cooling: A review. *Proceedings of the 7th International Conference on Electronics Materials and Packaging, Tokyo, Japan*, 5:275–81.

Emmerich, S. 1997. Use of computational fluid dynamics to analyze indoor air quality issues. Report NISTIR 5997, National Institute of Standards and Technology, USA.

Rice, K. 2006. DOE/ORNL heat pump design model, Mark VI Version. www.ornl.gov/~wlj/hpdm/MarkVI.shtml.

ADDITIONAL ASHRAE RESOURCES

All resources should be cited in the text, properly elaborated so that they clearly support any relevant statements. ASHRAE’s preferred method of citation, widely used in scientific texts, is the author-date method. Follow ASHRAE Authors’ Manual.

OTHER RESOURCES

All resources should be cited in the text, properly elaborated so that they clearly support any relevant statements. ASHRAE’s preferred method of citation, widely used in scientific texts, is the author-date method. Follow ASHRAE Authors’ Manual.

DOCUMENT REVISION COMMITTEE ROSTER

The ASHRAE Position Document on (Topic) was developed by the Society’s Position Document Revision Committee formed on Date (Month, day, year), with (name of Chair) as its chair.

First name and Last name
 Affiliation
 City, State, Country

First name and Last name
 Affiliation
 City, State, Country

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 City, State, Country

First name and Last name
 Affiliation
 City, State, Country

Cognizant Committees

The chair of Technical Committee X.XX and the chair of the (ASHRAE Standing) Committee also served as ex-officio members.

First name and Last name

Committee Chair

Affiliation

City, State, Country

First name and Last name

Committee Chair

Affiliation

City, State, Country

DOCUMENT HISTORY**Background**

(example) Since 2001, ASHRAE technical committees have ...

Publication and Revision History

(example) ASHRAE's Technology Council and the cognizant committee recommend revision, reaffirmation, or withdrawal every 30 months. The history of this position document is described below:

The following summarizes the revision, reaffirmation or withdrawal dates (to be completed by ASHRAE staff, if necessary)