

**SAVE International**  
**19 Mantua Road**  
**Mount Royal, NJ 08061 USA**



## **Chapter Operations Manual**

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## Section 1 Introduction

The life cycle of a SAVE International chapter has been logically divided into four phases, namely; information, planning, execution and operation. In each phase certain key milestones should be accomplished. Figure 1-1, illustrates these key milestones. Sections 2 through 5 of this manual will then provide a detailed explanation of each event.

### **Information Phase**

- Secure Assistance from SAVE International Business Office (SBO)
- Study Chapter Development Data Package
- Seek Potential Members
- Establish and Organize VM Steering Committee

### **Planning Phase**

- Conduct Periodic Chapter Steering Committee Meetings
- Determine Area and Choose Name for Proposed Chapter
- Submit Letter of Intent to SBO
- Plan and Publicize Chapter Meeting
- Order Membership Kits
- Invite Guests
- Select Time, Date and Location of Chapter Meeting
- Appoint Hospitality Committee
- Prepare Petitions

### **Execution Phase**

- Conduct “Charter Meeting”
- Conduct Chapter Steering Committee “Follow-Up” Meetings
- Perform and Submit Basic Chapter Formation Requirements
- Plan Charter Presentation and Installation of Officers
- Nominate Officers
- Elect Officers
- Announce Officers
- Notify SBO of Scheduled Installation of Officers and Charter Presentation Meeting

### **Operational Phase**

- Conduct Installation of Officers and Charter Presentation Meeting
- Conduct Regular Monthly Charter Meetings

## **Section 2 Information Phase**

### **2.1. Secure assistance from SAVE International Business Office (SBO)**

Your first step towards establishing a chapter is to prepare a “letter of intention” to the Executive Director of the SAVE International Business Office (SBO). The letter should contain information about your intentions to initiate a new chapter and request assistance and guidance. Upon receipt of this letter, the Executive Director at SBO will send to you a Chapter Development Data Package - containing:

- SAVE International members in your vicinity
- Membership kits (including membership application forms)
- SAVE International Board of Directors and Chapter Presidents directory
- SAVE International Constitution and By-Laws (current)

### **2.2. Distribution of “Letter of Intention” and Acknowledgments of “Letter of Intention”**

Upon receipt, your letter of intention will be sent by the SBO to cognizant SAVE International officers for action and follow-up. Immediately, the Vice President - Membership will acknowledge your letter and advise you of other chapter development activities in your area. In addition, he/she will offer counsel and advice. Information pertaining to your chapter charter and By-Law requirements will also be provided. The Vice President - Membership will be your Key Contact during the early phases of your chapter’s development - Keep him/her abreast of your progress and feel free to contact him/her regarding any problems or roadblocks.

In cases involving international chapter development, the Vice President – International may be appointed as the key contact in lieu of the Vice President – Membership when deemed appropriate and necessary.

In some cases, the Vice President – Membership, may request other Board Members to serve as SAVE’s key contact.

### **2.3. Study the Chapter Development Data Package**

The Petitioning Group should study the chapter development data package and become familiar with the chapter requirements. If there are any questions or clarifications required, call or write your SAVE International key contact.

### **2.4. Seek Potential Members**

Your next step should be to broaden the base of your chapter formation activities and seek potential members. The following suggestions may be helpful.

- a) Local Contacts - Contact the local people whose names you received from the SBO. In addition, seek those people in your area who previously have been members of SAVE International. Solicit interest from these people in joining your chapter.
- b) Key Contacts - Seek out the leaders of key government, companies, and non-profit organizations in your area. The managers of VE Departments, chief engineers from industry, and the professors or associate professors and instructors from educational

## Section 2 Information Phase

institutions may be willing to help. Interest them in becoming members and they will influence others.

- c) Why a Local Chapter - Study appendix A, “Why membership in SAVE International and the Benefits of a Local Chapter”. Be ready with answers to questions on these subjects.
- d) Application Forms - Request those that are interested in becoming members to complete an application form. (NOTE: Current membership applications and requirements can be obtained from the SBO or on the SAVE International website [www.value-eng.org](http://www.value-eng.org)) Ask new members to select your new chapter as their preferred chapter assignment.

### **2.5. Establish the Chapter Steering Committee**

The next important step is to establish the Chapter Steering Committee. This group, of four or more keenly interested and cost conscious individuals, will meet regularly to plan and work for the formation of a SAVE International chapter.

To assure an effective steering committee, strive to include representatives who will create VE awareness and interest among their organizational constituents. Your committee will form the nucleus around which will be built the framework of the chapter.

### **2.6. Organize the Chapter Steering Committee**

One of the steering committee members should preside over all meetings. This individual will be the acting president of the proposed chapter. All contact will be with the SBO and the Vice President – Membership/International. His/Her appointment should be by mutual consent of the steering committee membership. Advice and counsel regarding the appointment of the acting president may be obtained from your SAVE International key contact. If the group is large enough, individuals can then be assigned responsibility for Administration, communications, etc. Additionally, each member should act as a key contact at their respective organization to seek potential members. A typical Chapter Steering Committee organization is show in Figure 2-2.

## Section 3 Planning Phase

### 3.1. Conduct Periodic Chapter Steering Committee Meetings

The next step in the formation of your SAVE International chapter will be the conduct of periodic Chapter Steering Committee meetings. The committee should address themselves to choosing a name for the proposed chapter, determining the area to be included by the chapter, ways and means to attract potential members, and the planning of the charter meeting.

### 3.2. Choose a Name for the Proposed Chapter

A name for the proposed chapter should be investigated and carefully selected. The selection of a name can be difficult. Each chapter should be identified by a name descriptive of the geographical area which it serves. The chapter directory can provide some guidance to your selection.

### 3.3. Determine the Area to be Included by the Proposed Chapter

Your chapter will be chartered to serve members within a designated geographical area. Determine the area to be included by the chapter through coordination with your SAVE International key contact and the SBO. Possible boundary disputes must be resolved before submitting your petition for certification. Regardless of chapter boundaries, SAVE International members are still given the prerogative of belonging to the chapter of their choice.

### 3.4. Select a Chapter Structure

SAVE offers chapters two options for administration and legal structure: 1) as an independent legal entity and 2) as a department of the association.

#### Independent Chapters

A US-based chapter that elects to be an independent entity must comply with IRS regulations, to effect:

- a) **Incorporated.** Any chapter that wants to operate as a separate organization should be incorporated within a state (or legally formed as another entity type such as an unincorporated association, LLC, etc.). The organization should show up in a business search in the state's records and should be noted as "active." The application, regulation, and search process varies among states. The SBO can help with this evaluation.
- b) **Federal EIN.** An independent chapter must have its own federal tax identification number. Chapters operating as separate organizations may not use SAVE's identification number or the ID of any other chapter (past or present). The application for this number is called an SS-4.
- c) **Tax Exempt.** The chapter should be approved to be a tax-exempt 501(c)(6) entity by the IRS. The application form for this process is called a Form 1024. Once applied for, a determination may take a year or more from the IRS. If the application is approved (which is expected), then the chapter will receive a letter from the IRS noting the approval. This is normally referred to as an "IRS Determination Letter." The Chapter can operate as if approved during the waiting period after the application is submitted to the IRS.

## Section 3 Planning Phase

- d) **Annual IRS Filings.** Chapters must file something annually with the IRS, regardless of income. An organization having gross receipts of \$50,000 or less, depending upon the respective year, can file a very simple online form called the 990-N. If a chapter has more than \$50,000 in gross receipts, a longer form will be required (990-EZ or 990).
- e) **State Filings.** Depending upon the state in which the chapter is legally organized, there may also be state filings required on an annual or other regularly stated interval. Chapters maintaining themselves as separate organizations are responsible for determining what is needed to achieve and maintain compliance with the states of their official domicile. SAVE recommends such chapters seek the counsel of a CPA or tax attorney in the state of legal residence.
- f) **Insurance.** A chapter should evaluate its insurance needs, specifically the following: *Directors and officers' insurance* protects the personal assets and financial position of the chapter's board members should the chapter be sued or taken to court. This insurance is highly recommended. *General liability insurance* is recommended for chapters with sizeable assets and that hold events on a regular basis. A cost benefit assessment can be made by chapter leadership with respect to the amount of assets that could be lost versus the risk of a lawsuit.

### **Departmental Chapter**

A chapter that elects to be a department of SAVE International will function independently, but its finances will be managed by SAVE. This option is available only to US-based chapters. Chapters that choose to be departments of SAVE do not bear the burden of maintaining/obtaining separate legal status, preparing financial statements, filing with the state or IRS, or obtaining insurance. All requirements for chapter development, annual reporting, and rebate/dividend programs still apply to any chapter organized as a department, with the exception of some financial reporting required by the independent chapters, as the finances for departmental chapters will be managed by SAVE.

SAVE will hold a departmental chapter's funds in a separate chart of accounts, and earmark them for the chapter's use. Departmental chapters may not have their own bank accounts, checkbooks, or petty cash reserves. Chapter treasurers are to send to SAVE any funds collected at the chapter level for deposit. Chapter treasurers are also responsible for approving chapter expenses and requesting payment (or reimbursement) of those expenses from the chapter's funds (held by SAVE).

SAVE issues checks twice monthly from the society business office. The chapter's activities would be recorded on SAVE's books as a department and would be included in the annual tax return filed for the organization. Chapter treasurers will work with SAVE's accounting manager to track balances and financial activities for each chapter; however, all detailed accounting work will be performed for the chapter by SAVE.

### **3.5. Plan the "Charter Meeting"**

When you have stimulated the interest of potential members, you are ready to take your next step: "Hold the charter meeting." This meeting should be both explanatory and stimulating as the

## Section 3 Planning Phase

outcome of this meeting may determine the fate of your proposed chapter. It is important to have it go well!

### 3.5.1. Order Membership Kits

If necessary, additional membership kits should be ordered from SBO well in advance of the meeting. (Three weeks ahead is best.) SAVE International brochures and extra membership applications should also be available at the meeting.

### 3.5.2. Invite Guests

Ask the SAVE International key contact to attend or other SAVE International knowledgeable individuals. Someone must be prepared to discuss SAVE International and the benefits of a chapter.

### 3.5.3. Select Time, Date and Place

Select the time, date and place of the meeting with care. A general poll of the Chapter Steering Committee and likely participants should guide where and when to hold the meeting.

Dinner meetings have been used successfully for the Charter Meeting where an efficient organization committee is operating. This requires more work and planning, but when properly done, the results are far better. Handling the reservations and ascertaining the number that will attend is the biggest problem. A personal phone call to each person on the list may be necessary to crystallize the plans and reservations.

### 3.5.4. Plan Your Program

As iterated previously, your first meeting is critical. Plan it carefully. Have a prepared agenda and make sure the meeting is started on time and is conducted in an efficient, orderly manner. If possible have some displays, or handouts, showing the results of VE applications. Current copies of SAVE International communications are available through the SBO. Films and video tapes are also available for your use through the SBO.

### 3.5.5. Appoint Hospitality Committee

Hospitality is important. Appoint committee members to greet all guests. Name tags are highly recommended and allow each participant to learn the names of those present at the meeting. Inform the Hospitality Committee Chairman that he/she will be responsible for the introduction of all guests at the meeting.

### 3.5.6. Publicize your "Charter Meeting" - Petitioning Group

In preparing for your publicity campaign consider the following items.

- a) Mailing List. By this time, you should have a fairly well developed mailing list. Add to it by securing the names of professionals from local professional societies and associations, and from other management or civic groups. Phone companies in the area and request the name(s) of the Chief Engineer(s), and the men in charge of the VE and Industrial Engineering activities.

## Section 3 Planning Phase

- b) Newspaper Publicity: The formation of a new technical group in a community is news. The papers are happy to have such information and will always give it space. As with everything, the more importance that you attach to the project, the more important the newspapers will believe it to be. The Public Relations Department of your plant can give you some good tips. For newspaper publicity, a visit to the paper is best. Ask for the Industrial, Business or City Editor. The Editor of SAVE International Communications will provide guidance and when requested will write your local news releases.
- c) Meeting Announcements. Meeting announcements should be provided at least two weeks prior to the meeting with follow-up phone calls. These notices should explain the objective of the meeting and provide its time, date and place as well as a telephone number where additional information can be obtained. You may also may want to enclose a self-addressed card so that the person receiving the invitation can "register" even if he cannot attend. He may also wish to add names of other individuals that may be interested in receiving the notices. The posting of meeting announcements on bulletin boards of local organizations is also excellent means of announcing your meeting arrangements.

### **3.6. Prepare Petition for Certification**

The petition for Certification, as attached on following pages, must be available for signatures at the "charter meeting". (NOTE: The petition should be signed only by members of SAVE International and prospective members who have submitted their applications and payments.) At this time, and with the accomplishment of the activities outlined in this section, you have completed your planning activities and are ready for the charter meeting.



## Section 3 Planning Phase

### Petition for Certification

**Date:**

To: Board of Directors  
SAVE International

The signers of this petition, all members of SAVE International or applicants for membership in the Society, respectfully request certification of the

\_\_\_\_\_ Chapter in accordance with the procedures required by the SAVE International Constitution.

The area to included by the chapter will be (generally describe chapter's geographical region):

The proposed chapter and the signers of this petition will be bound to observe all rules of the Society established by the SAVE International Constitution and By-Laws and the decisions of the Board of Directors.

\_\_\_\_\_  
**Signature of Acting President  
Of Petitioning Chapter**

\_\_\_\_\_  
**Date**

**Approval Granted**

\_\_\_\_\_  
**Signature of President,  
SAVE International**

\_\_\_\_\_  
**Date**

**Section 3 Planning Phase**

**Petition for Certification  
SAVE International “The Value Society”**

Signed _____	Signed _____
Print _____	Print _____
Signed _____	Signed _____
Print _____	Print _____
Signed _____	Signed _____
Print _____	Print _____
Signed _____	Signed _____
Print _____	Print _____
Signed _____	Signed _____
Print _____	Print _____
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## **Section 4 – Execution Phase**

### **4.1. Conduct the "Charter Meeting"**

Members of the steering committee will want to arrive early at the charter meeting to assure that all "arrangements" are in order. Again this is a very critical meeting and you will want to see that the following events take place:

4.1.1. Complete Attendance Record - An attendance record sheet (see figure 4-1) should be set out so attendees may register. This data is useful in forming the temporary committees, and for establishing the chapter's mailing list.

4.1.2. Meet the Guests. The committee should introduce themselves to the guests and the Guests to one another. Name cards will be helpful accessories.

4.1.3. Open the Meeting. When the group has assembled, the acting president of the chapter should call the meeting to order; introduce himself; introduce the committee; and, welcome the guests. As an alternative, you may wish to have each person stand up and state his name and company. This "warms up" the group and gives everyone a sense of participation.

4.1.4. Explain the Society and the Purpose of the Meeting - Following the introductions, the Acting President or a guest speaker should explain the objectives of the Society and the advantages of membership. The value of the local chapter should be especially impressive. SAVE International membership requirement benefits should be explained. (See Appendix A.)

4.1.5. Introduce Speaker or Movie. Present your speaker or movie. Hold a short question and answer period immediately following the presentation.\

4.1.6. Sign the Petition. Request that those who are members and prospective members who have submitted their applications and payments come forward and sign the petition for certification.

4.1.7. Appoint Nominating Committee. The acting president will appoint a nominating committee for the election of permanent officers. (For guidance see Appendix B, "Typical By-Laws for a chapter of the SAVE International", Article IV and V and Appendix C, "Responsibilities of Chapter Directors".)

4.1.8. Close the Meeting. In closing the meeting, the attendees and guests should be thanked, the place and time of the next meeting announced, and the attendees should be encouraged to record the name, address and telephone number of the acting President, and the other members of the steering committee.

### **4.2. Conduct Chapter Steering Committee "Follow-up" Meetings**

Immediately at the conclusion of the first meeting the steering committee should convene and arrange their next steering committee meeting, preferably within a week or sooner. At that meeting the committee assignments are reviewed and action is planned. The conduct of future chapter meetings can be discussed based on the experiences received at the first meeting.

## **Section 4 – Execution Phase**

If more time is considered appropriate, other meetings can be planned prior to submitting the petition for certification. A speaker or other suitable program may be scheduled. Subsequent meetings follow the same pattern until the charter is granted and the permanent officers are installed.

At the next general meeting, committee progress reports are given and the steps taken toward permanent organization reviewed.

During the period between the "charter meeting" and the charter presentation, operating costs may present some difficulty because the group will have no treasury. In the event that operating funds are required, the chapter steering committee may request up to \$500 from the SBO.

### **4.3. Meet the Basic Chapter Formation Requirements**

There are three basic requirements which must be met before the SAVE International Board of Directors can approve the Petition for Certification and issue a charter to a new chapter. Namely:

- a) A completed petition for certification
- b) Chapter by-laws acceptable to the SAVE International Board of Directors

#### **4.3.1. Complete Petition for Certification - Petitioning Group**

Complete in full the petition for certification indicating the proposed name of the chapter, specific areas and boundaries involved, acting President, and other required information. Include with the petition the signatures of SAVE International members.

#### **4.3.2. Prepare Chapter By-Laws**

Appendix B of this manual provides a typical set of chapter by-laws which may be used by the petitioning body. Necessary changes, additions, or improvements may be incorporated and submitted with your petition for certification. The resultant by-laws, however, must not be in conflict with the SAVE International Constitution.

#### **4.3.3. Submit Petition for Certification, Roster, and By-Laws**

Forward the completed "Petition for Certification and Roster" including any membership applications and payments, and your proposed by-laws, to the SBO. The SBO will submit your petition to the Board of Directors and you SAVE International key contact will notify you of its acceptance.

### **4.4. Nominate Officers**

Nominations for the elective officers of the chapter should be made by a nominating committee. The committee, appointed by the acting president, should have a chairman and at least two members. The appointment of this committee should be accomplished prior to submittal of the petition. In making the appointment, the acting president should provide the following guidance to the committee:

- a) Schedule when the nominating committee shall report the names of its nominees to the acting president and to the acting secretary of the Chapter. This scheduled date may

## Section 4 – Execution Phase

coincide with the last meeting before the scheduled installation. At this meeting, additional nominations can be accepted from the floor and included on the ballot.

- b) Assure that persons being nominated agree to be a candidate and will serve if elected.
- c) Schedule for distributing ballots to all members.
- d) Schedule for return of ballots for tabulation.
- e) Schedule for the announcement election results.

The chairman of the nominating committee should then appoint (from the membership) a head teller and two other tellers whose duty it will be to receive and count all ballots cast in the election and to certify the results.

### **4.5. Mail and Count Ballots**

**The acting secretary should list the nominees for each chapter office on a ballot in such form as may be approved by the acting President. The ballot should then be distributed to all members. Ballots should be returned to the head teller.**

### **4.6. Announce Officers Elect**

The results of the ballot count should be transmitted by the head teller in writing to the acting President and acting secretary of the chapter. A plurality of the total ballots cast should be required for elections to any office. At the same time the SBO should be notified, in writing, of the election results. Report the names, addresses, and telephone numbers, both in business and residence, and include an identification of the office to which elected. Include with this information the scheduled Installation of Officers and Charter Presentation meeting. The SAVE International key contact will then arrange to have a SAVE International officer present to officially present your charter and install your officers.

### **4.7. SAVE International Activities**

After you have submitted the proper instruments for the creation of your chapter, there will be several events take place, all of which are at the SAVE International organization level. These activities include: presentation to (and approval by) the SAVE International Board of Directors of the petition and by-laws of the new chapter; and, notification to the petitioning group that the petition has been approved.

## Section 5 – Operational Phase

### 5.1. Conduct Charter Presentation and Installation of Officers Meeting

Congratulations - this should be one of the most exciting nights of your new chapter's life. Your petition has been accepted; your new officers are ready to take their respective roles in the organization; and you are about to embark on a very satisfying, enriching experience: conducting regular SAVE International chapter meetings and business. At this meeting you will want to have one of the officers from the SAVE International Organization as your keynote speaker. Also there are several activities that should occur at this meeting namely:

- a) Conduct Charter Presentation
- b) Install new officers
- c) Announce the Board of Directors meeting night
- d) Appoint appropriate committee chairmen
- e) Announce information relative to the next regular meeting night

### 5.2. Conduct Regular Monthly Chapter meetings

In your regular monthly chapter meetings, you should feature guest speakers, films, and other type information that is of interest to your chapter membership. You will also find it advantageous to prepare and distribute a monthly chapter newsletter and create a chapter directory of members.

### 5.3 Documentation

Regardless of chapter structure (independent or departmental), each chapter is required to submit evidence of activity via the **annual chapter report**. SAVE must receive such documentation before rebates and/or dividends will be disbursed. The report template can be downloaded from the SAVE website under the Member Log-in area.

By December 31 of each year, independent chapters must submit the following to SAVE:

- a) Balance sheet
- b) Income statement
- c) Legal identification as a 501(c)(6)
- d) Copy of tax filing

Should an independent chapter's annual tax filing not be complete by December 31, then SAVE requests a copy of the tax filing documents near the time they are due to the IRS. The chapter must submit the tax filing copy to SAVE in order to receive payment of annual rebates; however, only the annual report is required to qualify for quarterly dividends.

### 5.4 Protocol for Financial Management of Departmental Chapters

Departmental chapters are required to transfer all income to SAVE throughout the year within 30 days of receipt. Expenses to be reimbursed are to be submitted to SAVE—and authorized by the chapter's treasurer or president—within 30 days of being incurred.

*Income.* Revenue chapters receive will be tracked and allocated to each chapter's sub-account within SAVE's chart of accounts. Income sent to SAVE should be accompanied by a **chapter**

## Section 5 – Operational Phase

**deposit form** which can be downloaded from the SAVE website. Chapters that take credit card payments should use the SAVE credit slip, which can also be downloaded from the SAVE website. Credit card charges will be processed by SAVE within two business days of receipt.

*Disbursements.* SAVE cuts checks twice monthly, usually around the 15<sup>th</sup> and the 30<sup>th</sup>. Dates may vary slightly due to weekends and/or holidays. Departmental chapters are to use the **payment request form** for reimbursement of expenses. Receipts must be provided for all expenses claimed for reimbursement. Expenses under \$5,000 require authorization by the chapter's treasurer or president. Expenses over \$5,000 will need authorization by both the chapter's treasurer (or president) and the SAVE VP-Finance & Administration.

W-9 forms may be required for some reimbursements.

Amounts approved for reimbursement will be subtracted from the chapter's available funds. Checks will not be cut if there are no available funds for the chapter and SAVE will notify the chapter's treasurer via email in such circumstance.

*Reports.* SAVE will send reports for financial transactions to the chapter treasurer on a monthly basis, around the 25<sup>th</sup> of each month for the previous month. Reports will contain the following information: beginning balance for the month; income/additions for the month; expenses/subtractions for the month; ending balance for the month.

*Taxes.* Department chapters' activities will be included on SAVE International's filings; thus no action is needed from departmental chapters.

Chapters may have income from dues, event registrations, and sponsorships. Any other income source (advertising, sale of items, auctions, etc.) must be approved in advance from the society business office. Prior approval is necessary due to tax regulations that may come into play.

Chapters may not use their funds for political purposes. Chapters may not use their funds for lobbying activities without advance, written approval from SAVE. These activities have tax implications for SAVE.

SAVE is *not* a charitable organization, so tax deductible charitable contributions cannot be made to the society business office or to chapters. SAVE is a nonprofit organization incorporated under a 501(c)(6).

Vendors may need to be issued a 1099 form. The society business office will process the forms and will also need chapter assistance in collecting 1099 data from vendors. Obtaining a W-9 form from vendors used by the chapter will provide the necessary data.

Chapter leaders who are reimbursed personally for purchases made for chapter business will not be issued 1099 forms, provided they provide all receipts/invoices for the purchases (submitted with the chapter's payment request form). These would be considered reimbursements on a qualified plan.

## **APPENDIX A**

### **Why Membership in Save and the Benefits of a Local Chapter**

The SAVE International offers professionals an opportunity to gain knowledge and understanding of Value Engineering (VE) applications. The Society's objective, to promote the advancement of the knowledge and application of VE, is in consonance with the objectives of organizations that of optimizing the utilization of resources. Stated in simple terms-to prevent or eliminate unnecessary costs wherever they may be. VE is no panacea. It will not eliminate all waste, but has proved to be a useful tool towards reaching that end. Neither is its use limited to the practicing Value Engineer. Other professionals and non-professions alike have proved its usefulness.

#### **Membership in the Society provides for its member's opportunities for:**

Stimulation - which comes from comparing your accomplishments and progress with others applying the principles of VE.

Advancement-as a natural outgrowth of participating in a relatively new and growing field dedicated to the design and development of products and services at the lowest total cost to the customer/consumer

Value-as realized from the contacts which will develop from your association with the Society and the recognition which you will receive by participating in Society activities.

Experience-which is gained by exchanging ideas and accomplishments with the leaders in the field of VE. You will acquire the latest state-of-the-art knowledge, thereby permitting you to remain competitive.

#### **Other opportunities available to SAVE International members include:**

Working Together-to work together to develop their profession and to discharge their professional responsibilities to themselves, their employers and society

Increase Value of Services-to increase the value of their services and to expand their opportunities by perfecting old techniques developing new techniques applying techniques to new fields

Gain Recognition-to gain increased recognition and acceptance of the principles and application of VE, thereby creating new opportunities.

Take Action-to take concerted action to protect the name, reputation and standards of their profession.

Guide-to guide and assist students in training.



## APPENDIX A

Expand Profession-to expand their professional stature, position and personality by meeting, working and otherwise associating with the nation's top Value Engineers, authors, educators, research men, consultants, specialists and private industrial and commercial practitioners.

Participate-to participate on numerous committees on problems of general or specific interest, plus the opportunity to share in the fruits and findings of the committee work of others.

Gain Pride-to gain pride and personal satisfaction:

By service as a committee member or Director of a National or Local Chapter committee.

By the presentation of technical papers in Value World, at chapter meetings, or at the SAVE International Annual Conference

By serving as a chapter or SAVE International officer

Make Friends-to make friends with others of common interests and to establish professional contacts with men in other plants, cities, states and countries.

Protect Personal Investment-to protect their tremendous personal investment in their profession.

Keep Abreast-to keep abreast of changes in this new, fast developing field through Value World.

Qualify-to prepare and qualify oneself as a Certified Value Specialist.

### **Benefits of associating with a local chapter include:**

Professional Contacts-the opportunity to meet frequently with other value engineers in the community to discuss and work out solutions to common technical problems.

Technical Sessions-the opportunity to plan and to present programs consisting of papers, debates, panel discussions and forums.

Visitations-the opportunity to arrange and attend plant inspection trips to view VE techniques on the job.

Committee Work-the opportunity to follow specific problems of company or personal interest with the assistance of fellow members.

Technical Expression-the opportunity to prepare and present technical papers, to express one's self in open forum, to cooperate on interesting research projects.

Professional Leadership-the opportunity for experience in conducting the work of others through committee chairmanship, round table leadership, or as a chapter, regional or national officer.

## **APPENDIX A**

Social Contacts-the opportunity to expand acquaintances and to meet socially with industrial and community leaders with the strong common bond of mutual professional interests.

Professional and Vocation Guidance-the opportunity to receive guidance from the older members or to extend it to the junior members. Where student members are in the chapter, opportunities exist for their guidance.

Community Services-the opportunity to enhance the status of the profession through participation in community service projects.

**APPENDIX B**

**Typical By-Laws for a Chapter  
of  
SAVE International**

## APPENDIX B

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# **APPENDIX B**

## **By-Laws China Lake Chapter SAVE International**

### **Article I Name, incorporation, and Use of Name**

#### **Section 1**

The name of the national organization is the "SAVE International", hereinafter called the Society. The name of this organization is the "China Lake Chapter of the Society", hereinafter called the Chapter.

#### **Section 2**

The Chapter is part of the Society which is incorporated as a non-profit corporation under the laws of the District of Columbia. The chapter is authorized by charter to serve members in the following counties of California: All of Kern County and the northern half of San Bernadino County whose southern boundary is an extension of the southern border of Kern County eastward to the Nevada border just south of Needles.

#### **Section 3**

The Chapter is the sole possessor of the title to its name and it shall not permit the use of its name by any person, firm, corporation or other organization, except for the Society, for any purpose whatsoever or in any activity. The Chapter shall not sponsor or endorse any activity conducted by any individual or organization unless by formal resolution adopted by a two-thirds majority of the Executive Board of the Chapter.

### **Article II Government and Objectives**

#### **Section 1**

The Chapter shall be governed by the Society's Articles of Incorporation, by the laws under which the Society is incorporated, by the Constitution and By-Laws of the Society and by the Chapter

#### **Section 2**

The objectives of the Chapter shall be the advancement of the Society's objectives as enumerated in its constitution and By-Laws within the chapter's territorial Charter.

### **Article III Administration**

#### **Section 1**

The business and affairs of the Chapter shall be administrated by an Executive Board, hereinafter referred to as the Board. Executive Board members shall be members in good standing.

#### **Section 2**

The Board shall have such powers duties in the government of the business and affairs of the Chapter as prescribed by these By-Laws.

#### **Section 3**

The Board shall consist of the President of the Chapter who shall preside, the previous year's President, Section Presidents, the Vice-President, the Secretary, the Treasurer and the following Directors:

Director of Administration

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Director of Programs  
Director of Professional Development  
Director of Communications

### **Section 4**

The Board may in its judgment accept gifts of money or other things of value for and in the name of, the Chapter. It shall have complete authority over the investment and care of all funds of the Chapter. It shall make appropriations for all regular and special expenditures, and no Chapter funds may be expended without prior appropriation by the Board.

### **Section 5**

The term of office of all Board Members, Officers and Directors, of the Chapter, shall be for the period thereof for which they have been elected, appointed and qualified. An Officer shall be ineligible to serve in any one office for a period of more than two consecutive one-year terms. The term of office of each special committee shall be stated by the President in his notice to the Board of its creation.

### **Section 6**

Any Board Member, Officer or Director, whether elected or appointed, may be removed by a two-thirds vote of the Chapter, whenever in its judgment the best interests of the Chapter would be served thereby. Elected Chapter Officers may be removed by the electorate, and appointed officials by the Executive Board. A petition to the Executive Board bearing ten percent of the Chapter's signatures and requesting removal of any Chapter Official may initiate removal proceedings.

### **Section 7**

A vacancy in any office of the Chapter, except that of President, because of death, resignation, removal, disqualification, or otherwise, shall be filled by a two-thirds vote of the Board for the unexpired term of the vacant office. The Vice President shall automatically become President upon the vacancy of the President's office. Any Board Member, Officer or Director who shall, during his term of office, move from the territory of the Chapter as chartered by the Society shall be disqualified from serving the remainder of his term of office, (except at the discretion of the Board and by two-thirds approval of the Board).

### **Section 8**

Roberts Rules of Order (Revised) shall govern matters of parliamentary procedure of the Chapter unless otherwise indicated in the Chapter By-laws.

### **Section 9**

The administrative year shall start 1 May each year, at which time transfer of office, duties, responsibilities and privileges become effective. Article IV Officers, Board Members and Their Duties

## **Article IV Officers, Board Members and their Duties**

### **Section 1**

The Chapter shall have as officers a President, Vice President, Secretary Treasurer and Directors, all of whom shall be nominated and elected annually

### **Section 2**

The Executive Board shall consist of the Officers, the Past President, Section Presidents, and Directors as noted in Article III, Section 3.

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### **Section 3**

All voting members of the Chapter in good standing as of 30 January each year shall be eligible for nomination, election and appointment, except as noted in Article III, Section 5, and Article V, Section 2.

### **Section 4**

The duties of the members of the Board and of the Officers shall be those customarily associated with their respective offices or positions, and as are described more specifically in these By- Laws.

### **Section 5**

The President shall be the chief executive officer of the Chapter and as such shall be empowered to direct and to carry on the business and affairs of the Chapter except as restricted by these By- Laws. He shall sign, with the Vice President, Secretary or Treasurer all deeds, mortgages, bonds, notes, contracts, and other instruments which the Board may have authorized to be executed.

### **Section 6**

The Chapter President shall be the Chairman of the Board and shall preside at all meetings, of the Board and of the Chapter, regular and special. In the absence of the President and the Vice President from any such meeting, or if in the opinion of a majority of the attending members of the Board they should become unable to carry on the duties of their office, the Board shall appoint one of its members to act as presiding officer of Chairman Pro Tern until he shall become able to resume his duties. The Vice President shall assume the duties of the President in his absence.

### **Section 7**

The Secretary of the Chapter shall be the custodian of the official papers of the Society minutes of all meetings of the Board and the Chapter. The Secretary shall communicate with other SAVE International Chapters, be responsible for maintaining an up-to-date membership roster, and shall publish and distribute these rosters to the members at least once each administrative year. The Secretary shall issue all notices of meetings of the Board as these By-Laws may provide. He shall attend all meetings of the Board and Chapter, shall record the minutes of such meetings of the Board and Chapter, shall record the minutes of such meetings, and after their approval by the President, he shall read them at the next Board meeting. In the event of the Secretary's inability to attend any meeting, the President or the Board shall be empowered to select an alternate to record the minutes in his stead. The Board shall approve and accept the minutes as read or amended. At the Secretary's discretion, he may appoint an Assistant Secretary who shall be neither an Officer or a Board member

### **Section 8**

The Treasurer shall be responsible for the funds and the books of account of the Chapter. All funds of the Chapter received by the Secretary or any Officer shall be remitted to the Treasurer, who shall give his official receipt to the payee for the same. The Treasurer shall deposit all such funds to the account of the Chapter in such bank or banks as may be authorized by formal resolution of a majority of the Board, and shall keep a full and complete account of the sources and amounts of all receipts and of all disbursements. The funds of the Chapter may be withdrawn upon the Treasurer's signature, or that of such other person or persons as may be authorized and directed by the Board to sign checks on the Chapter's account, in payment of bills approved by the President and drawn against appropriations authorized by the Board, The Treasurer, and all other persons authorized to sign checks for the Chapter, shall make bond payable to the Chapter in amounts equivalent to the total of the funds entrusted to their care the cost of which bonds shall be paid by the Chapter. This

## **APPENDIX B**

requirement shall apply to accounts over \$500. The books and accounts of the Treasurer shall be audited at the close of each administrative year by an Audit Committee appointed by the President and approved by at least two-thirds of the Executive Board, whose report shall be published and distributed by the Secretary to the members within 30 days of the current annual meeting. Membership dues received by the Treasurer or Membership Committee Director shall be processed as directed by the Society

### **Article V Nomination, Election and installation of Officers**

#### **Section 1**

Nominations for the elective officers of the Chapter shall be made by a Nominating Committee, which shall have a chairman plus a minimum of four members, who shall be appointed by the President. Officers of the Chapter shall be ineligible for appointment to the Nominating Committee. Members of the Nominating Committee are ineligible for nomination. The Nominating Committee shall be appointed no later than 1 February.

#### **Section 2**

The nominees for President shall have served at least one term as an officer or a director of the Chapter. Nominees for other offices shall have served as a Director of committeeman of the Chapter. The Chairman of the Nominating Committee shall appoint from the membership a Head Teller and two other Tellers whose duty it shall be to receive and count all ballots cast in an election to certify the results of same.

#### **Section 3**

The Nominating Committee shall report the names of its nominees to the President and to the Secretary of the Chapter by 15 February.

#### **Section 4**

The Secretary shall list the nominees for each office, together with blank liens for write-in votes, on a ballot in such form as may be approved by the Board. The Secretary shall mail the ballots to all members by 22 February. Ballots are to be returned to the Head Teller by 8 March for tabulation. The result of the ballot count shall be transmitted by the Head Teller in writing to the President and Secretary of the Chapter for release to the membership by 15 March. A plurality of the total ballots cast shall be required for Action for any office.

### **Article VI Membership**

#### **Section 1**

Membership shall be corporate and non-corporate as defined in the Constitution of the Society

#### **Section 2**

A member shall be notified in writing after 60 days of delinquency and may be dropped from the membership rolls for nonpayment of dues whenever he shall be 90 days delinquent in payment.

#### **Section 3**

The books and records of the Chapter may be inspected by any member in good standing for any proper purpose and at any reasonable time, providing, however, that such records may not be transcribed or used in connection with any commercial enterprise.

#### **Section 4**

Installation of officers shall take place as provided in Article VIII, Section I. As stated in Article III, Section 9, duties of officers begin on 1 May



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### **Article VII Dues, Fees, Assessments and Expenditures**

#### **Section 1**

All dues and fees of the Chapter shall be as stated in the Constitution and By-Laws of the Society

#### **Section 2**

No assessment of members may be made without the affirmative vote of three-fourths of the number of members in the Chapter.

#### **Section 3**

No obligations may be incurred by the Directors or Officers of the Chapter without prior appropriation by the Board. Fees and expenses of persons serving the Chapter shall be allowed at the discretion of a majority of the Board.

#### **Section 4**

The Fiscal year of the Chapter and the Administrative year shall both be from 1 May to 30 April.

### **Article VIII Meetings**

#### **Section 1**

The Chapter shall hold an installation meeting within 60 days of the end of each Administrative year, which shall be open to all members and guests. The Chapter shall hold at least three other meetings during the year

#### **Section 2**

Written notice, stating the place, time and date of all meetings of the Chapter shall be sent by the Director of Programs to all members in good standing at least 15 days prior to the meeting. The notice shall state the purpose for which the meeting is called.

#### **Section 3**

The Board shall meet in regular session at least two times during the year at such place and time as the President may determine. Notice of all Board meetings, stating the time, place, date and purpose shall be given to all Board members by the Secretary at least seven (7) days prior to the meeting.

#### **Section 4**

A simple majority shall constitute a quorum for all voting of the Board of transacting of Chapter business. All members of the Board shall have equal voting rights except the President who will vote only in order to resolve a tie vote.

#### **Section 5**

Those members having served as President of the Chapter during the previous three years shall have Executive Board voting rights provided they have participated in at least three of the last five Board meetings.

### **Article IX Committees**

#### **Section 1**

The Director of Administration shall appoint committee chairmen for the following standing committees:

Membership

Chapter Development

Finance

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Historian  
Constitution and By-Laws

### **Section 2**

The Director of Programs shall appoint committee chairmen for the following standing committees:

Program  
Telephone  
Hospitality  
Speaker-Task Force  
Displays-Facilities

### **Section 3**

The Director of Professional Development shall appoint committee chairmen for the following standing committees:

VE Standards  
Measurements  
New Product & Process Evaluation  
Case History  
Professional Development Education  
College Relations  
Awards-Honors

### **Section 4**

The Director of Communications shall appoint committee chairmen for the following standing committees:

Liaison  
Public Relations  
Communications/Publications  
Newsletter

### **Section 5**

The Directors with the concurrence of the Board shall appoint an Assistant Director who will act in the absence of the Director

### **Section 6**

The President shall appoint chairmen for such additional committees as he may deem necessary. These additional committees shall be established for a specific time period or to perform a specific task, but shall not extend beyond the tenure of the President who established the committee.

## **Article X Sections**

### **Section 1**

It is Chapter policy to encourage the formation of Sections in order to adequately serve all Chapter members in outlying areas.

### **Section 2**

Members of the Chapter in good standing may petition the Executive Board of this Chapter to form a new Section. The petition to the Chapter for Section status shall contain a draft of Section By-Laws which will serve the administrative needs of the proposed Section. A three-fourths vote of the Board shall be required to establish a new Section.

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### **Article XI Amendments**

#### **Section 1**

Amendments to these By-Laws may be proposed by a two-thirds vote of the Board, or by a petition signed by not less than ten percent of the members of the Chapter in good standing.

#### **Section 2**

Proposed amendments that have met the requirements of Section 1 and are not in conflict with the Constitution of the Society shall be submitted for a vote of the Chapter membership and shall become effective only upon the affirmative vote of two-thirds of the votes cast provided not less than fifty-one percent of the qualified members cast ballots.

### **Article XII By-laws - Adoption and Effective Date**

#### **Section 1**

Within 30 days after its approval by the Board, the text of the Bylaws shall be submitted by the Secretary in its entirety to each member of the Chapter in good standing, together with a ballot in form approved by the Board, on which the member may indicate his approval or rejection.

#### **Section 2**

The By-Laws shall be considered in effect from the date of the Secretary certifies to the Board that there has been an affirmative vote for its adoption by two-thirds of the votes cast by qualified members, provided that not less than fifty-one percent of the qualified members cast their ballots in the referendum.

# APPENDIX C

## Responsibilities of Chapter Directors

### Director of Administration

#### Membership Committee: (Chairman's Name)

1. Increase individual memberships to (quantity):
  - a. Establish active member of committee in each company/large organizational element
2. Increase active participation by:
  - a. Membership on all national committees.
  - b. Each member to participate on local committees.
3. Coordinate with Director— Chapter Development.
4. Membership on National Membership Committee
5. Maintain membership lists.

#### Chapter Development Committee: (Chairman's Name)

1. Plan to charter chapters or sections at:
2. Provide aide to other chapters for their growth and development.
3. Membership on National Committee.
4. Maintain chapter's geographical boundary

#### Finance Committee: (Chairman's Name)

1. Control and manage all funds of the chapter.
2. Assist in the preparation of the budget.
3. Provide for audit of financial statements.
4. Treasurer is automatically Chairman of the committee.

### Historian Committee: (Chairman's Name)

1. Maintain the historical records of the chapter
2. Responsible for the collection, organization, and publication of the year-by -year history of the Society

### By-Laws Committee: (Chairman's Name)

1. Develop the chapter By-Laws to facilitate administration of the chapter.
2. Revise as necessary to be in consonance with National Society, and its Constitution and By-Laws.

### Procedures Committee: (Chairman's Name)

1. Maintain chapter procedures manual.
2. Revise as necessary to be in consonance with National Society procedures.

### Director of Programs

#### Program Committee: (Chairman's Name)

1. Prepare and publish a detailed one-two year program plan.
  - a. Meetings planned 12 months in advance.
    - (1) Each meeting to be entertaining and informative.
    - (2) Present case histories.

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(3) Invite people who are not SAVE International members to make presentations on Cost Reduction.

- b. Society activities other than meetings planned 12 months in advance.
- c. Make each member a better Value Analyst or Value Engineer.
- d. Issue notices of all meetings.

### **Telephone Committee: (Chairman's Name)**

1. Develop method of reminding each member of meetings with the least effort.
2. Call prospective members.
3. Notify Program Chairman of expected number to attend.

### **Hospitality Committee: (Chairman's Name)**

1. Develop and maintain a hospitality program for all Society meetings or activities.
2. Greets all members, prospective members, and guests to make them feel at ease.
3. Arranges introduction of all guests.
4. Rotates all members as part of greeting committee.
5. Provides name tags for all attendees at meetings.
6. Takes care of out-of-town speakers.

### **Speakers-Task Force Committee: (Chairman's Name)**

1. Develop a Speakers Bureau and a Task Force Bureau for the chapter
2. Accumulate and disseminate a list of chapter members that are qualified to serve as speakers or task force members to National and all other chapter chairmen.
3. Direct and coordinate all activities where the chapter is requested to contribute meetings, conventions, symposia, task forces, studies, and other events of local significance.

### **Displays-Facilities Committee: (Chairman's Name)**

1. Develops, coordinate, and maintains displays of Value Engineering accomplishments.
2. Arranges for the showing of displays at Seminars, State Fairs, County Fairs, Engineer's Week, Society meetings, etc.
3. Provides for facilities needed by speakers at Society meetings.

### **Director of Communications**

#### **Liaison Committee: (Chairman's Name)**

1. Carry out liaison with Government Agencies (Federal, State, and City), industrial trade associations, and professional societies.
2. Accumulate and disseminate information relative to people and VE activities in the above areas.
3. Determine where the chapter can provide specific assistance.
4. Develop and initiate specific programs to cooperate with these organizations in sponsoring activities of mutual interest.
5. Membership on National Committee.

#### **Public Relations Committee: (Chairman's Name)**

1. Develop and direct the Public Relations and Publicity program for the chapter.
2. Improve the Government image and the dignity of the local chapter of the Society
3. Responsible for news releases and other promotional activities aimed at publicizing Value Engineering.
4. Release material to magazines, newspapers, and newsletters.
5. Membership on National Committee.

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### **Communications/Publications Committee: (Chairman's Name)**

1. Encourage publication of books, papers, pamphlets, technical papers, and other material related to the field of Value Engineering or Value Analysts.
2. Submit all articles to SAVE International Journal for possible publication.
3. Submit all Chapter Activities to SAVE International Communications
4. Membership on National Committee.

### **Newsletter Committee: (Chairman's Name)**

1. Develop newsletter program for more effective communication and motivation to all members.
2. Initiate a Monthly Chapter Newsletter on all professional activities and circulate to all members.
3. Circulate newsletter to all chapter Presidents/Editors.
4. Newsletter editor automatically chairman of this committee.

### **Director of Professional Development**

#### **VE Standards Committee: (Chairman's Name)**

1. Methodology:
  - a. Establish definitions and descriptions of Value Engineering Methodology.
  - b. Create a glossary of terms for the field.
  - c. Membership on National Committee.
- 2 Technical:
  - a. Encourage, promote, and assist in the development of technical subject matter related to the field of Value Engineering.
    - (1) This would include handbook-type material, Value Standards, Costs and Mathematical models, formulae, etc.
  - b. Membership on National Committee.
- 3 Application:
  - a. Establish guideline and other materials related to the application of Value Engineering in Industry and Government.
  - b. Define functional organizational relationships and professional qualifications.
  - c. Membership on National Committee.

#### **Measurements Committee (Chairman's Name)**

Establish criteria and methods for measurement of professional Value Engineering work.

#### **New Product and Process Evaluation Committee: (Chairman's Name)**

Accumulate, evaluate, and disseminate information relative to new products and processes useful to Value Engineers and Analysts.

#### **Case History Committee: (Chairman's Name)**

1. Accumulate, organize, and disseminate Value Engineering case history information.
2. Membership on National Committee.

#### **Professional Development Education Committee; (Chairman's Name)**

1. Develop and accumulate VE educational material.
2. Coordinate and help direct the Society's educational activities in the Industrial, Governmental, and Post-Graduate areas.

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3. Conduct at least one SAVE International sponsored Seminar per year.
4. Assist in developing and publishing an Educational Manual.
5. Membership on National Committee.

### **College Relations Committee: (Chairman's Name)**

1. Represent the Chapter in all relations with Educational Institutions.
2. Institute and direct programs aimed at accreditation of a Value Engineering Degree.
3. Encourage undergraduate participation in Society activities.
4. Encourage these undergraduates to participate in the VE undergraduate educational programs.
5. Membership in National Committee.

### **Awards-Honors Committee: (Chairman's Name)**

1. Review all individual members and chapter activities to determine awards and honors to be conferred on deserving persons and committees.
2. Establish systems, criteria, and format for making awards.
3. Recommend and provide service awards.
4. Membership on National Committee.