

**APPENDIX 1
POLICY ON COMMITTEE CONTINUITY
RESOLUTION**

WHEREAS, Committee meetings at the Annual Planning Conference, Awards Meeting, and Annual Meeting of the Louisiana Engineering Society are intended to provide the various State and Chapter Chairmen and Vice Chairmen of the respective committees the opportunity to present reports and develop programs in the area of their committee responsibility and thereby provide a learning experience for the benefit of all concerned and,

WHEREAS, it is the responsibility of each state committee chairman to provide the focal point for the efforts of his/her committee and provide the forum to enhance chapter activities by developing a pertinent agenda, encouraging active participation and arranging for a committee member to assume his duties when he is unable to attend on each mentioned occasion.

RESOLVED, as a minimum requirement for scheduling a committee meeting, each state chairman shall develop an agenda prior to each mentioned occasion along with correspondence encouraging chapter members to attend with a copy submitted by a stated deadline to the State Office requesting a committee meeting to be scheduled.

Adopted: December 1974
Amended: May 29, 1981
Amended: May 2, 1986
Amended: June 15, 1990
Amended: December 13, 1991
Amended: August 14, 1992
Amended: January 28, 1994
Amended: November 4, 1994
Amended: December 8, 2000
Amended: November 20, 2009
Amended: November 12, 2012
Amended: January 21, 2014

APPENDIX 2 HONORS AND AWARDS - GENERAL INFORMATION AND RULES

Recognition of fellow engineers has always been an important program of the Louisiana Engineering Society. It has been the Society's feeling that honors and awards should be given deserving persons so that they will receive public recognition of their attainments, and also to inspire others to greater heights.

The Society has eight basic awards:

- The Andrew M. Lockett Medal for Civic Activities
- The A. B. Paterson Medal for an Engineer in Management
- The Charles M. Kerr Public Relations Award
- The James M. Todd Technological Accomplishment Medal
- The F. Hugh Coughlin Award of Merit for a Young Engineer (Key and Certificate)
- The Leo M. Odom Award for Services to the Profession
- The Waldemar S. Nelson President's Award
- Dudley Hixon – Bobby Price National Professional Achievement Award

The Honors and Awards Committee is composed of eighteen (18) members. The Chairman of the Committee is the Past President of the Society once removed, and the Vice Chairman is the immediate Past President of the Society. Together with the two Past Presidents of the Society, the eight Chapter Presidents and the eight immediate Chapter Past Presidents form the Committee. In the event that either a Chapter's President or immediate Past President are unable to attend the Honors and Awards Committee meeting(s), vacancies may be filled by one or two of the Chapter's Past President(s). No absentee ballots or proxies shall be allowed. All stated or participating members of the Honors and Awards Committee **are not** eligible for nomination during their tenure or service on the Honors and Awards Committee, except for nominees for the F. Hugh Coughlin Young Engineer Award. Any member or participant of the Honors and Awards Committee who has been nominated for the Coughlin Award shall be excused **prior to** discussion, debate, and voting on that particular award.

Nominees for the LES awards shall be Registered Professional Engineers in any state, except that the minimum requirement for the F. Hugh Coughlin Young Engineer Award shall be an EI. Normally, award nominees should be LES members in good standing; however, an exception permits consideration of non-members of LES when the nominee is a well-known engineer of eminence for all awards other than the F. Hugh Coughlin Young Engineer Award

Balloting for the nominations shall be in secret. The alternative of "No Award" shall be included in each award discussion, to allow for cases when none of the nominees may meet the award standards. The first round of voting shall determine the top two candidates by simple plurality, inclusive of ties. The chosen nominee may be determined by a 2/3 majority vote of the committee in the second round. If after three rounds of voting a recipient is not determined, the award nominee shall be the candidate who receives the highest number of votes from the sum of the three rounds of voting. If the vote totals are equal for the two candidates, the Honors and Awards Committee Chair shall make the selection.

Geographic distributions of the nominees plays no part in the selection process by the Honors and Awards Committee.

All nominations for awards shall be considered by the Committee on a year-to-year basis. Those nominees who are not successful one year **will not** be carried over for consideration the next year. Each year a new group must be nominated for the awards. There is no limit as to the number of times an individual may be nominated and evaluated, except for the age limitation for the F. Hugh Coughlin Young Engineer Award.

The Executive Director shall be responsible each year for publication in an appropriate issue of the Louisiana Engineer and Surveyor Journal or an appropriate LES newsletter mailed to all LES members, or both, of notice that nominations must be submitted to a member of the Honors and Awards Committee or to the Honors and Awards Committee in care of the Executive Director. The date for submission will be set by the Executive Director and/or Board of Direction to correspond with the dates selected for the LES Annual Awards Meeting. For a nomination to be considered it must be accompanied by a completed nomination form for the appropriate award by the date set by the Executive Director and/or Board of Direction. Upon receipt of

all qualified nominations, the Executive Director will forward a complete package of all nomination materials to each member of the Honors and Awards Committee.

Nominations for recipients of the eight basic awards may be made by:

1. Any elected Officer of the State Society or one of the Chapters.
2. By the Board of Direction of the Society.
3. By the Executive Committee or equivalent body of any Chapter.
4. By three or more members of the Society.
5. By the individual Honors and Awards Committee of any Chapter.

When nominations for the awards are submitted to the Honors and Awards Committee, such nominations **must** be made only on the official nomination forms (copies acceptable) available through the LES State Office or located on the LES website. Support materials for the award, including the nomination form, **shall not** exceed ten (10) pages (counting front and back as two separate pages) and should contain the following information:

1. A full statement of the formal academic training, experience, progress and any notable technical or engineering contributions made by the nominee.
1. A statement of the basic reasons for submitting the nomination, and for believing that the nominee is eligible for the honor.
2. Such other information and reference as may be of assistance to the Honors and Awards Committee and to the Board of Direction in considering and acting upon the nomination.

It is essential that such documentation carry the present title and employment information of the nominee, and set forth clearly and concisely why the nominee should receive the recommended award. Since these awards are to recognize excellence and exceptionalism, those nominating are encouraged to submit nominee who exemplify such qualifications.

The Honors and Awards Committee shall recommend to the Board of Direction the names of nominees for the LES Awards not less than **60** days prior to the LES Annual Awards Meeting. The Board of Direction shall act upon the Committee's recommendations at the first meeting following submission of the selections to the Board. Presentation of the awards shall be made at the LES Annual Awards Meeting of the Society or at another meeting designated by the Board of Direction.

Nominations for the Graduate Membership Awards are recommended to the LES State Office by the deans of the engineering colleges in Louisiana. These membership awards are not handled by the Honors and Awards Committee.

APPENDIX 3

**LES NOMINATION AND ELECTION PROCEDURES FOR FILLING VACANCIES
ON THE LOUISIANA ENGINEERS' SELECTION BOARD**

1. The Louisiana Engineering Society shall establish a Nominating Committee consisting of the Chairman of each of the five Practice Divisions. This Nominating Committee shall be responsible for the nomination of a candidate, or candidates, to fill occurring vacancies on the Louisiana Engineers' Selection Board.
2. The Chairmanship of the Nominating Committee shall be rotated annually between the Practice Divisions, in alphabetical order, beginning with the Construction Practice Division. Assignments of Chairmen are as follows:

Professional Engineers in Education (PEE)	12-13
Professional Engineers in Government (PEG)	13-14
Professional Engineers in Industry (PEI)	14-15
Professional Engineers in Private Practice (PEPP)	15-16
Professional Engineers in Construction (PEC)	16-17

Thence, repeating in alphabetical order thereafter.

3. The State Office shall notify the Nominating Committee Chairman on or before January 15 of each year that nominations to fill a vacancy, or vacancies, are required. The Chairman shall immediately notify all members of the Nominating Committee and all nominations shall be received by the Nominating Committee on or before March 1. The Nominating Committee shall meet immediately thereafter to make their selection and name(s) of the nominee, or nominees, shall be forwarded to the State Office with a statement of willingness to serve on or before April 1 for preparation of a ballot.
4. The Chairman of the Nominating Committee shall notify all other Practice Division Chairmen that nominations for the Engineers' Selection Board are required. Each Practice Division Chairman shall solicit nominations from the respective Practice Divisions. All nominations shall be accompanied by a complete resume.
5. The Nominating Committee shall meet as a group to select the number of nominees required to fill the vacant position, or positions. The number of nominees shall not exceed the number of positions to be filled. The selected nominee, or nominees, must agree in writing to serve if elected to the position.
6. At any time prior to April 1 of each year, any 25 voting members of the Society may send to the Secretary-Treasurer a petition listing additional nominee(s) for the Engineers' Selection Board ballot. A statement of willingness to serve for the additional nominee(s) shall be forwarded with the petition.
7. A ballot shall be prepared by the State Office which includes the names of the nominee, or nominees, and spaces for write-in candidates, the number which shall be equal to the number of vacancies to be filled.
8. The ballot shall be incorporated in the appropriate issue of the Louisiana Engineer and Surveyor Journal or otherwise made available and distributed to all duly licensed engineers residing in the State of Louisiana.

Louisiana RS 38:2301, Public Contracts, Part VII, Selection of Professional Services for Public Contracts

Adopted: September 18, 1982
Amended: April 30, 1988
Amended: December 16, 1988
Amended: June 19, 1989
Amended: October 21, 1989
Amended: March 14, 1992
Amended: November 22, 2002
Amended: November 20, 2009

APPENDIX 4

GUIDELINES FOR SELECTING NOMINEES FOR FILLING VACANCIES ON THE LOUISIANA PROFESSIONAL ENGINEERING AND LAND SURVEYING BOARD

These guidelines prescribe a method of selecting engineer nominees to be submitted by the Board of Direction of the Louisiana Engineering Society to the Governor for appointment to the Louisiana Professional Engineering and Land Surveying Board (LAPELS). Each nominee recommended for possible selection must complete the candidate questionnaire as every attempt will be made to nominate the most qualified person for membership on the Board. He/she should be an outstanding member of the profession, and one who has been active in professional affairs and service to the profession.

The Licensure Law requires that the LAPELS Board shall consist of nine professional engineers: at least two members of the Board shall be from Professional Engineers active in Private Practice of Engineering, two members from Professional Engineers in Government, two members from Professional Engineers in Industry, two members from Professional Engineers in Education, and one member from Professional Engineers in Construction.

Board members who retire from active practice shall continue to represent the division of engineering practice represented at the time of retirement (this will also be the same division of engineering practice in which the member practiced when appointed). A Board member is not required to resign his or her Board membership because of a change in the orientation of his or her career.

In selecting nominees, the following qualifications are necessary:

1. Must be a citizen of the United States and a resident of the State of Louisiana.
2. Must have been engaged in the practice or teaching of engineering as a professional engineer for at least twelve (12) years and shall have been in responsible charge of important engineering work for at least five (5) years.
3. Must be a registered professional engineer in the State of Louisiana.
4. A potential candidate for appointment who has "retired" from employment in one of the five functional areas of practice named in LA R.S. 37:683(A):
 - a. Will be eligible for nomination if that person continues to be employed or engaged in the practice of engineering. Potential candidates will certify to LES during the selection process that they meet this criterion. Failure to do so will automatically disqualify the candidate from further consideration.
 - b. May be nominated from the practice division in which he or she was active before "retirement", provided that all requirements of LA R.S. 37:684 are met for that previous employment, and provided further that the candidate continues to be active in that functional practice division of LES.

Additionally, the nominees should have an established reputation for prominence and be well respected in their area of practice. Should all other qualifications of a number of nominees be judged equal, first consideration should be given to members of the Louisiana Engineering Society. Participation in the affairs of the Society shall then be considered as further evidence of the interest of the potential nominee in professional affairs.

It is important that an attempt be made to maintain a balance of LAPELS Board members according to disciplines or practice (civil, electrical, etc.). After this, efforts should be made to maintain an equitable distribution throughout the state (considering numbers of registered engineers in the various areas), not allowing any one area to become predominant in number of members. Generally speaking, it is believed that there are many qualified registered professional engineers in all disciplines to serve on the LAPELS Board. Moreover, a six year term seems to

be long enough time to expect any LAPELS Board member to serve his or her profession in this trying capacity. Therefore, it is considered important that consideration be given to the age of any nominee and that the privilege of nomination by LES is offered to as many new candidates as practicable.

The LES Liaison Committee shall be the committee to make the final recommendation to the LES Board of Direction. When a vacancy occurs on the LAPELS Board, or one hundred twenty (120) days prior to the expiration of the term of a member of the LAPELS Board, the Executive Secretary of LAPELS should notify the Society in writing and a copy of the letter of notification shall be sent to the Chairman of the Liaison Committee.

The LAPELS notification will list the required qualifications of the nominees for the pending vacancy necessary for that Board to be legally constituted after the appointment in accordance with LA R.S. 37:683 and 37:684.

The Liaison Committee shall determine if the replacement member shall be from private practice, industry, government, education, or construction. If related to a specific practice division of the Society, the Chairman of the LES Liaison Committee shall notify the Chairman of the practice division concerned and request that a minimum of seven names be submitted from the practice division for consideration by the Liaison Committee.

The Chairman of the practice division concerned shall immediately publicize the request for nominations to the membership of the practice division. The practice division Chairman shall also appoint a screening committee of three members who will receive all candidate nominations and act as a selection and screening committee for the division. This committee will obtain resumes of the proposed nominee's experience in professional work and statements of qualifications. This screening committee shall select a minimum of seven candidates based on the nominee's qualifications, standing in the profession as an engineer, and service to the Society and the profession.

The selection committee shall submit these names to the practice division Chairman who will then transmit the names to the State Liaison Committee Chairman sixty (60) days prior to the expiration of the term of the retiring member of the State Board of Registration, or as requested by the Chairman of the Liaison Committee. Should this not be done, the Liaison Committee will proceed on its own.

The State Liaison Committee shall further study the candidates' questionnaires, resumes and statements of qualifications and make its own selection from the list. The Liaison Committee may eliminate names and may add names as appropriate. The Liaison Committee will contact these nominees as to their willingness to serve if selected, keeping in mind the overall interest of the profession. It shall also confer with the practice division Chairman as appropriate.

The Liaison Committee Chairman shall submit the Committee's nominees to the LES Board of Direction and be prepared to discuss the merits of the candidates at any meeting called for this purpose. The LES Board of Direction may reject the names and ask the Liaison Committee for additional names as necessary, but should not add names unless they have been through the above screening process.

The President of the Louisiana Engineering Society shall submit the adopted list of nominees to the Governor within sixty (60) days after receipt of notice of the death or resignation of a member of the LAPELS Board, and at least thirty (30) days prior to the expiration of the term of a member of the LAPELS Board. Nominees will be placed in alphabetical order.

The "Candidate Questionnaire" is an official part of these guidelines.

BOARD OF REGISTRATION EVALUATION QUESTIONNAIRE

For _____ Position

Include actual years for each answer

Circle One

1. Responsibilities and background as an Engineer.

A. Are you currently a resident of Louisiana? Yes No

B. Are you a registered professional engineer in the Louisiana? Yes No

If yes, how many years have you been a professional engineer? _____

C. Are you currently employed as a professional engineer in your practice division? Yes No

If yes, give the name of your employer: _____

D. How many years of experience do you have in your practice division as a professional engineer? _____

E. Were your first years of experience in your current practice division? Yes No

F. Do you have, or have you had direct supervision of engineers-in-training? Yes No

G. Are you currently in responsible charge of important engineering work? Yes No

H. In which area of practice (civil, electrical, etc.) are you registered? _____

Area of education? (B.S., M.S., Ph.D.) _____

I. Years involved in technical design. _____

J. Years in management of Non-Professional Engineer. _____

K. Technological recognition? Yes No

L. Technical recognition? Yes No

M. Years in Management of Professional Engineer. _____

2. Support of Profession

A. Years as a member of Louisiana Engineering Society/National Society of Professional Engineers/Consulting Engineers Council of Louisiana? _____

B. Member of what Louisiana Engineering Society/National Society of Professional Engineers/Consulting Engineers Council of Louisiana Committees?

C. Chairperson of what Louisiana Engineering Society/National Society of Professional Engineers/
Consulting Engineers Council of Louisiana Committees? _____

D. Chapter offices held. _____

E. State offices held. _____

F. National office held. _____

G. Professional recognition received. _____

3. Support of Practice in Technical Organizations

A. Technical membership and years as a member. _____

B. Member of technical organization committees. _____

C. Chair of technical organizational committees. _____

D. Chapter office of technical organization. _____

E. State office technical organization. _____

F. National office of technical organization. _____

G. Technical activity recognition. _____

4. Support of Community

A. Local/State/National political subdivision elected official? Yes No

Title: _____

B. Community service/Religious organizations? Years as a member.

C. Community service/Religious organizations member of committee (activity)? Yes No

D. Community service/Religious organizations chairman of committee? Yes No

E. Community service/Religious organization offices held? Yes No

F. Community service recognition received? Yes No

5. General Information

A. Employment history, position.

B. Why do you want to serve on the LAPELS Board?

C. What do you consider the most important function of the LAPELS Board?

D. Is there anything that you would like to accomplish while serving on the LAPELS Board?

E. Are there any issues affecting engineering and/or surveying that you feel need to be addressed by the Board?

6. List the names, complete addresses and telephone numbers of three people who will serve as Professional or character references. Two of these people must be registered professional engineers.

Name	Address	Home Phone	Business Phone	Email Address
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ACKNOWLEDGMENT STATEMENT BY NOMINEE

Persons seeking nomination as a Louisiana Professional Engineers Land Surveyors (LAPELS) Board representative are expected to practice professionally in their area of practice and in their personal, political, and community life. This specifically includes not using any elected officials or friends of elected officials or friends that are part of the nomination committee to influence selection by the nominating committee or by the Governor of Louisiana.

Signature

Date

Print Name

Address

City, State, & Zip Code

Phone Number

Fax Number

E-mail

FOR RETIRED MEMBERS

Even though I am retired from a former position, I certify that I am employed or engaged in the practice of engineering in one of the five functional areas of practice named in LA R.S. 37:683(a) (education, government, industry, private practice, or construction). I further certify that I continue to be active in the _____ division of LES.

(List practice division)

LOUISIANA ENGINEERING AND LAND SURVEYING BOARD ACTIVITIES

Primary Responsibility

The primary responsibility of the Louisiana Engineering and Land Surveying Board (LAPELS) is to "...safeguard life, health, and property, and to promote the public welfare..." by administering the licensure and practice of Professional Engineers and Professional Land Surveyors in Louisiana.

Board Meetings

The ordinary business of the board is conducted at board meetings. The board has six two-day board meetings a year at the board office in Baton Rouge. These meetings are scheduled months in advance and usually begin at 8:00 a.m. and end at 5:00 p.m. Board meetings are normally held on Mondays and Tuesdays of the third week of alternate months beginning with January.

Committee Assignments

A large part of the board activities are handled by committee action between board meetings. The Bylaws of the board authorizes each of the board committees and assigns their corresponding responsibilities.

The Chairman appoints board members to serve on committees at the close of the July meeting. New board members are given committee assignments as soon as they are appointed to the board. Board members may find it necessary to work several hours per week and should plan additional time for committee meetings.

Committee review material is often distributed to board members via telephone, fax or mail by the board staff. A great deal of the information reviewed by the committee members is confidential and must be diligently protected by each board member. The Executive Secretary is responsible for effectuating the decisions of the committees, i.e., approve applicants to take examinations and register upon passing.

Board Hearings

Disciplinary matters are presented at board hearings. A board member should plan to attend two to four hearings a year. Each hearing may take two to six hours.

NCEES Meetings and Assignments

Board members may attend two NCEES meetings a year. These meetings take place in various locations throughout the United States in May and August. The meetings usually occur on Thursday, Friday and Saturday. Wednesday and Sunday are usually travel days.

Board members should aspire for NCEES committee assignments. NCEES committee membership allows the board member to influence the future of professional engineering and land surveying licensure in the United States.

Compensation

Board member per diem is \$100.00 per day for board meetings and NCEES meetings. Committee work compensation is at the rate of \$15.00 per hour but no more than \$100.00 per day. In addition, board members are reimbursed for all actual expenses that are verified with receipts, including travel, food and lodging.

Staff

The day to day activities of the board are administered by the Executive Secretary under the direction of the Executive Committee (Chairman, Vice Chairman, Secretary and Treasurer). Each year the Executive Committee is elected by a vote of the board members. The board's fiscal year is from July through June and the new Executive Committee is seated at the July meeting.

Summary

Attendance at board meetings and hearings is a critical responsibility of board members. Even so, the business of the board will only be completed if committee assignments are timely completed. Therefore, board meetings and hearings are scheduled well in advance to ensure that a quorum of board members will be present and that sufficient time is available for committee work.

Board member participation in NCEES activities is also very important for the future of our profession. Failure of the Louisiana board to become heavily involved with NCEES activities will allow other states to make decisions that will ultimately affect the future of professional engineers and land surveyors in Louisiana.

APPENDIX 5

LES SCHOLARSHIP PROGRAM

The LES Scholarship Program originally established for graduating high school seniors was changed in 1996 to limit candidates to students who have completed the sophomore year of study. Scholarships shall be awarded annually in blocks of \$500 as funds are available.

NAME

The scholarship shall be named the **Louisiana Engineering Society Scholarship**.

CITIZENSHIP

Candidates must be citizens of the United States of America whose legal residence is in the state of Louisiana.

CURRICULUM

Candidates must be in good academic standing, and must be enrolled in a curriculum leading to a Bachelor of Science degree in Engineering. That curriculum must be accredited by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology.

FINANCIAL NEED

Financial need must be demonstrated to the satisfaction of the LES Scholarship Committee.

APPLICATION FORM

Candidates must submit a completed official LES Scholarship Application Form.

ADMINISTRATION

- A. Annually the LES Scholarship Committee shall send inquiries to the Deans of Engineering of all qualifying Louisiana Universities. The Dean of Engineering shall be invited to submit the names of three candidates. LES Scholarship Application Forms shall be made available to each candidate who, in turn, shall submit the completed form to the LES Scholarship Committee for evaluation. This process shall be initiated early in the fall semester or quarter. Any candidate not submitting the official LES Scholarship Application Form shall be disqualified.
- B. Currently the following seven universities qualify: Louisiana State University, Louisiana Tech University, McNeese State University, Southern University, Tulane University, University of New Orleans, and University of Louisiana at Lafayette.
- C. Early in the beginning of the new calendar year the LES Scholarship Committee shall evaluate applications which have been received, select the scholarship recipient(s), notify the student of the selection, and forward the monetary award to the Dean of Engineering of the respective university for payment to the student. Personal interviews by the LES Scholarship Committee shall be encouraged, but are not required.
- D. Names of scholarship recipients, amounts of each scholarship, and the name of the respective university shall be reported annually to the LES Board of Direction.
- E. The LES Scholarship Committee shall advise the local LES chapter president that a student in the area has received an LES scholarship. The local chapter is expected to invite the recipient to a monthly chapter meeting where the recipient shall be recognized for scholastic achievement. The recipient shall also be offered the opportunity to meet active Professional Engineers who encourage them to participate in the activities of the chapter. Thus will begin a lasting and fruitful bond to the engineering profession.
- F. Names of recipients and their respective universities shall be published in the *Louisiana Engineer and Surveyor Journal*.

LES SCHOLARSHIP FUND

- A. The State Scholarship committee shall develop and administer a Scholarship Fund for the purpose of securing, depositing and distributing scholarship assets. The Scholarship Fund shall be maintained in a tax free account, e.g., IRS designation Section 501(c)(3) under the control of the LES Board of Direction.

Each Chapter's Scholarship Committee will be responsible for reviewing a list of prospective engineering companies in their geographical area and recommend target companies to the State Scholarship Chairman. A concerted effort will be made by the State Scholarship Committee (or an *ad hoc* committee) to draft an appropriate letter that outlines the intent and purpose of the Scholarship program. The letter will be endorsed by both the LES State President and the State Scholarship Chairman as an indication of LES support. This letter and the list of prospective engineering companies will be forwarded by the State Scholarship Chairman to the LES State Office for mailing. Contributors to the Scholarship Program or sponsors of a grant or scholarship should mail their financial contributions (checks made payable to "LES Scholarship Fund") directly to the State Office each year. These contributions will be deposited into the LES Scholarship Fund. The names of all contributing companies will be listed in documents advertising and announcing the program.

- B. To maintain the integrity and professional ethics of the engineering profession, as interpreted by LES, all interested sponsors of scholarships or grants must receive the approval of the LES Board of Direction. This requirement also applies to any scholarship or grant provision(s) and/or constraint(s) that may be imposed by the sponsors. This will prevent the acceptance through the LES of any provision or constraint that the LES Board of Direction deems inappropriate.
- C. Contributions will be accepted from individuals, companies, consulting firms, and so forth; however, only those contributions of \$100.00 or more will be listed in the Scholarship Program literature. Contributions of \$1,000.00 or more can be named after the contributor with the title of the scholarship/grant designated by name by the contributor subject to the approval of the LES Board of Direction.
- D. A portion of the Scholarship Fund's portfolio shall be designated by the LES Scholarship Committee as the Scholarship Endowment Fund, and another portion the Scholarship Operating Fund.
 - 1. Endowment Fund: The LES Scholarship Committee shall allocate a portion of funds raised to the Endowment Fund. The capital of the Scholarship Endowment Fund shall be preserved. Only the income from the principal of the Endowment Fund shall be expended for scholarships and administration expenses.
 - 2. Scholarship Operating Fund: Income from the Scholarship Endowment Fund shall be transferred periodically to the Scholarship Operating Fund to finance annual scholarships and administration expenses. The number of scholarships granted each year shall be subject to the availability of these dispensable funds in the Scholarship Operating Fund.
- E. If the portfolio contains insufficient funds to pay at least one \$500 scholarship annually, the Scholarship Committee shall not offer a scholarship. However, if fund raising efforts are successful, and money accumulates in the portfolio, the Scholarship Committee shall determine a prudent allocation of funds to
 - a) increase the capital of the Scholarship Endowment Fund, and/or
 - b) increase the Scholarship Operating Fund so that the number of scholarships or the size of scholarships may be increased.

FINANCIAL REPORTS

The Executive Director shall provide quarterly financial reports to the State Scholarship Chairman and the Secretary-Treasurer of the LES Board of Direction. These reports shall identify income, expenses and balances of the Scholarship Endowment Fund and the Scholarship Operating Fund.

An audit of the above accounts shall be performed at prudent periods by independent agents under the direction of the Secretary-Treasurer of the Board of Direction.

APPENDIX 6

MEMORIALS FOR DECEASED MEMBERS

Each Chapter President shall appoint a committee to report deaths of members in the area. It is suggested that the Membership Chairman and two or three other members of the Chapter be assigned to a committee with the responsibility of observing the newspaper obituaries. The Chairman of the Committee will send an obituary or suitable notification to the State Office.

The State Office will prepare a memorial article for publication in the next issue of the *Louisiana Engineer and Surveyor Journal*.

Also, at the Annual Awards Meeting each year, a necrology for the year will be read and a moment of silent prayer will be observed.

PROCEDURE

1. The Chapter President will appoint a committee whose duty it is to advise the LES State Office of all deceased members.
2. The State Office will prepare memorial article for publication in the magazine. A copy of the magazine will be mailed to the next of kin.
3. A list will be kept for reading at the Annual Awards Meeting of the Society.

APPENDIX 7

LES TRAVEL EXPENSE REIMBURSEMENT POLICY

The following will govern the Louisiana Engineering Society's practices with regard to its travel expense reimbursement procedure for appropriated funds.

A. LES MEMBER

1. In all cases where reimbursement of travel expenses will be requested from the Society, specific prior approval shall be obtained from the Board of Direction. This approval may be granted annually by the Board for National Directors or such other officers or members whose specific requests were included and approved in the annual budget of the Society. The Board shall at that time specify any particular reimbursement restrictions such as mode of travel, per diem allowances, expected expenses, total limit, etc.
2. Reimbursement will be limited, unless otherwise specified, to air coach round trip fare, transportation to and from the airport, parking and tolls, personal baggage handling, business telephone calls, registration fees, actual cost of food including tips not to exceed \$30.00 per day, and actual cost of lodging not to exceed the cost of a single room in the convention hotel/motel: less any amounts reimbursable by NSPE or from any other funds.
3. Reimbursement will be further limited to the extent that funds budgeted by the Society for travel expenses are available and that such expenses are not otherwise reimbursed from other sources.
4. Requests for approval for National Directors of the Society will take precedence over Practice Division delegates whenever sufficient funds are not available.

B. LES EXECUTIVE DIRECTOR

1. Travel within the state, not requiring an overnight stay, shall not require specific prior approval; however, an accounting of any reimbursement expenses shall be made.
2. Interstate or intrastate travel involving an overnight stay, shall require prior approval by the Secretary-Treasurer.
3. Travel involving other transportation means not included in the budget and/or extended time periods shall have prior approval by the Executive Committee.
4. Any travel expenses for which reimbursement will be sought for any staff or secretarial assistance at a meeting or conference shall require specific prior approval by the Secretary-Treasurer.
5. The Executive Director shall prepare an estimate of expected reimbursement expenses for submittal to the Secretary-Treasurer for those instances where prior approval is required.

In the case of either LES members or the Executive Director, an accounting of the expected reimbursement expenses is to be submitted to the Secretary-Treasurer as soon as practicable after the incurrence of the expenses. Receipts shall be attached for all expenses associated with airfare, ground transportation (other than personal vehicle), lodging, parking and tolls, registration, and business telephone expenses.

In order to permit proper budgeting, those who anticipate incurring reimbursable travel expenses shall submit to the Secretary-Treasurer before April 30 each year an estimate of travel expenses for which they expect to request reimbursement from the Society in the next fiscal year.

The incoming Secretary-Treasurer and Finance Committee shall recommend for the Board's approval amount(s) to be included in the budget consistent with the best interests and overall goals for the Society. The Executive Director's travel expenses shall be budgeted separately from all others.

It is recommended that Practice Divisions adopt a similar travel policy.

In all instances, the Board of Direction shall have ultimate authority over the reimbursement of expenses and may alter the policy outlined above at its discretion.

APPENDIX 8

RELATION OF VARIOUS LES AND NSPE MEMBERSHIP GRADES

P.E. MEMBER

The LES Member is the same as NSPE Member. Members require professional registration and must be at least 26 years of age.

E.I. ASSOCIATE MEMBER

The LES Associate Member is defined as a person of high moral character who is:

1. A certified engineer intern or
2. A graduate engineer actively pursuing an engineering career.

STUDENT MEMBER

The LES Student Member and the NSPE Student Member are generally the same. LES accepts postgraduate engineering students as student members and NSPE accepts undergraduate engineering students only.

LIFE MEMBER

An LES Member who has paid dues for a period of at least thirty-five (35) years other than as a Privileged Member or Student Member, and who has reached the age of sixty-five (65) shall become a Life Member with waiver of dues. No NSPE member shall be accepted into life status after August 1, 1995.

SUSTAINING MEMBER

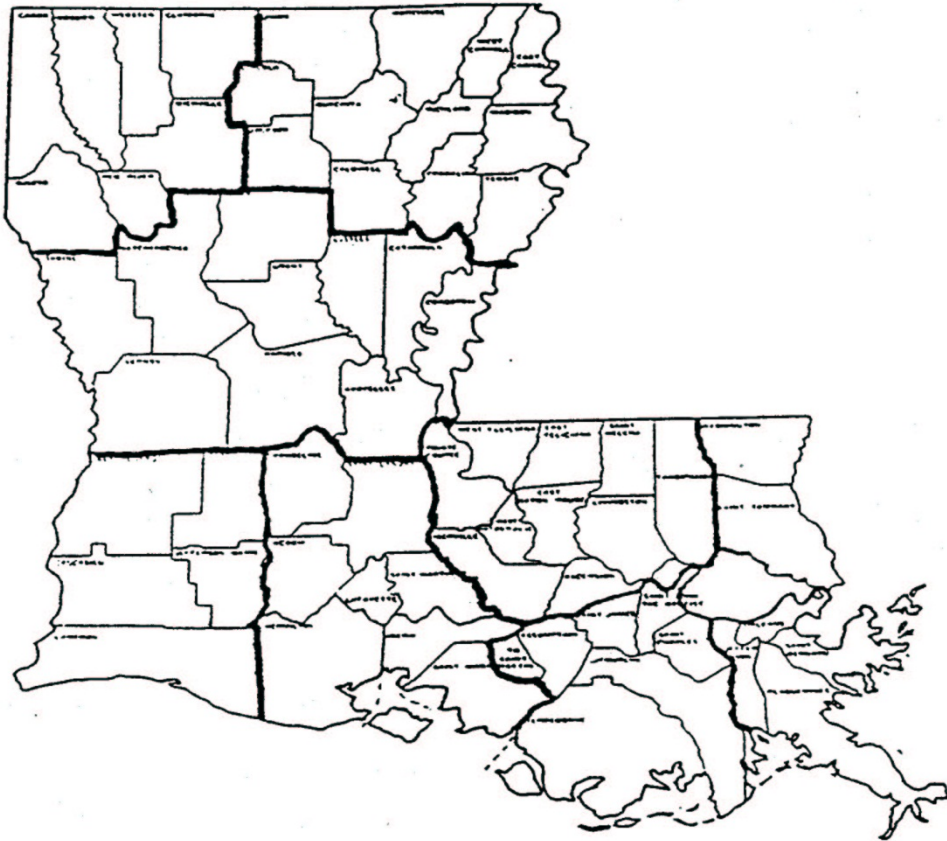
A Sustaining Member includes Individuals, Corporations, Societies, or any other entity who would like to contribute to the well being of the LES Society.

NOTE: EFFECTIVE JANUARY 1, 1990, NSPE MEMBERSHIP IS MANDATORY FOR ALL QUALIFIED MEMBERS.

APPENDIX 9

Chapter Areas by Zip Code

<u>ALEXANDRIA CHAPTER</u>	713, 714
<u>BATON ROUGE CHAPTER</u>	707, 708, 709
<u>BAYOU CHAPTER</u>	703
<u>LAFAYETTE CHAPTER</u>	705
<u>LAKE CHARLES CHAPTER</u>	706
<u>MONROE CHAPTER</u>	712
<u>NEW ORLEANS CHAPTER</u>	700, 701, 704
<u>SHREVEPORT CHAPTER</u>	710, 711



APPENDIX 10

CHAPTER MEETINGS

If there is anything that marks a successful chapter it is good meetings. Meetings that are “alive” and “interesting”. Meetings which leave the members feeling glad they attended and looking forward to the next one.

When a chapter is getting nowhere–stagnating–this is usually reflected in its meetings. Most complaints about dull and uninteresting meetings can be traced back to dull and uninterested chapter leadership.

Good meetings don’t just “happen”. They are the result of careful planning well in advance of the meeting date. But, even with the best laid plans, a meeting can go astray if it is not well directed.

One of the more important jobs as Chapter President is to preside over meetings. This again is an art and skill that can only be learned by experience. The best advice on how to “be” at meetings can be summed up as – be fair, be firm, be generous, be alive and keep things moving.

The Chapter President should be aware of the three distinct types or classifications of meetings. They are: (1) Business, (2) Program, and (3) Social. Most meetings are a mixture of the three; but, the mixing has to be done skillfully. It is never good to have one part of the meeting “intruding” upon another part. No one wants to delay an interesting program or social event while some unfinished business is considered.

Some ideas for meetings which have been used successfully:

Organizational Meeting: A good way to start off your chapter year. Each committee is called upon to outline its plans for the coming year. Committee Chairmen can be introduced to the membership.

Past Presidents’ Night: A chance to honor all past presidents. The chapter can present them with certificates or other service awards.

Joint Meeting With Local Technical Society: This can lead to ideas and plans that can be used by both groups.

Certificate Presentation: Every chapter should have some kind of official session for presenting membership certificates. This ought to be a top priority project for the Program Committee.

Legislative Night: Invite members of the state legislature. Have them talk about legislation that affects professional engineers.

Armed Forces Meeting: Invite engineers from any of the armed services to discuss engineering problems from the military point of view. Try and have some definite topic in mind about which they can speak.

Engineering Education: Deans or professors in engineering schools are usually more than glad to talk on their favorite subject before a professional society. A discussion panel with educators and practicing engineers makes a good program.

Talk By Local Newspaper Editor or Publisher: These people can tell the membership how to get the most favorable newspaper publicity for chapter events. A personal contact with the working press is always valuable.

A Special Meeting Centered Around A Discussion Of Personality Development For Business

And Sales Work: This can be “led off” with a talk by a local executive specializing in sales or personnel work. Engineers are often introverted individuals and have a need for training and practice in public speaking and other activities that bring them out “of their shells”. Good speakers for this type of meeting can be found in every community. Look for them in Kiwanis, Lions, Rotary, and other similar service clubs. A dynamic speaker at one of your chapter meetings can generate enthusiasm among the most apathetic members.



APPENDIX 11

CODE OF ETHICS FOR ENGINEERS

Preamble

Engineering is an important and learned profession. As members of this profession, engineers are expected to exhibit the highest standards of honesty and integrity. Engineering has a direct and vital impact on the quality of life for all people. Accordingly, the services provided by engineers require honesty, impartiality, fairness, and equity, and must be dedicated to the protection of the public health, safety, and welfare. Engineers must perform under a standard of professional behavior that requires adherence to the highest principles of ethical conduct.

I. Fundamental Canons

Engineers, in the fulfillment of their professional duties, shall:

1. Hold paramount the safety, health, and welfare of the public.
2. Perform services only in areas of their competence.
3. Issue public statements only in an objective and truthful manner.
4. Act for each employer or client as faithful agents or trustees.
5. Avoid deceptive acts.
6. Conduct themselves honorably, responsibly, ethically, and lawfully so as to enhance the honor, reputation, and usefulness of the profession.

II. Rules of Practice

1. Engineers shall hold paramount the safety, health, and welfare of the public.
 - a. If engineers' judgment is overruled under circumstances that endanger life or property, they shall notify their employer or client and such other authority as may be appropriate.
 - b. Engineers shall approve only those engineering documents that are in conformity with applicable standards.
 - c. Engineers shall not reveal facts, data, or information without the prior consent of the client or employer except as authorized or required by law or this Code.
 - d. Engineers shall not permit the use of their name or associate in business ventures with any person or firm that they believe is engaged in fraudulent or dishonest enterprise.
 - e. Engineers shall not aid or abet the unlawful practice of engineering by a person or firm.
 - f. Engineers having knowledge of any alleged violation of this Code shall report thereon to appropriate professional bodies and, when relevant, also to public authorities, and cooperate with the proper authorities in furnishing such information or assistance as may be required.
2. Engineers shall perform services only in the areas of their competence.
 - a. Engineers shall undertake assignments only when qualified by education or experience in the specific technical fields involved.
 - b. Engineers shall not affix their signatures to any plans or documents dealing with subject matter in which they lack competence, nor to any plan or document not prepared under their direction and control.
 - c. Engineers may accept assignments and assume responsibility for coordination of an entire project and sign and seal the engineering documents for the entire project, provided that each technical segment is signed and sealed only by the qualified engineers who prepared the segment.
3. Engineers shall issue public statements only in an objective and truthful manner.
 - a. Engineers shall be objective and truthful in professional reports, statements, or testimony. They shall include all relevant and pertinent information in such reports, statements, or testimony, which should bear the date indicating when it was current.
 - b. Engineers may express publicly technical opinions that are founded upon knowledge of the facts and competence in the subject matter.

- c. Engineers shall issue no statements, criticisms, or arguments on technical matters that are inspired or paid for by interested parties, unless they have prefaced their comments by explicitly identifying the interested parties on whose behalf they are speaking, and by revealing the existence of any interest the engineers may have in the matter
- 4. Engineers shall act for each employer or client as faithful agents or trustees.
 - a. Engineers shall disclose all known or potential conflicts of interest that could influence or appear to influence their judgment or the quality of their services.
 - b. Engineers shall not accept compensation, financial or otherwise, from more than one party for services on the same project, or for services pertaining to the same project, unless the circumstances are fully disclosed and agreed to by all interested parties.
 - c. Engineers shall not solicit or accept financial or other valuable consideration, directly or indirectly, from outside agents in connection with the work for which they are responsible.
 - d. Engineers in public service as members, advisors, or employees of a governmental or quasi-governmental body or department shall not participate in decisions with respect to services solicited or provided by them or their organizations in private or public engineering practice.
 - e. Engineers shall not solicit or accept a contract from a governmental body on which a principal or officer of their organization serves as a member.
- 5. Engineers shall avoid deceptive acts.
 - a. Engineers shall not falsify their qualifications or permit misrepresentation of their or their associates' qualifications. They shall not misrepresent or exaggerate their responsibility in or for the subject matter of prior assignments. Brochures or other presentations incident to the solicitation of employment shall not misrepresent pertinent facts concerning employers, employees, associates, joint venturers, or past accomplishments.
 - b. Engineers shall not offer, give, solicit, or receive, either directly or indirectly, any contribution to influence the award of a contract by public authority, or which may be reasonably construed by the public as having the effect or intent of influencing the awarding of a contract. They shall not offer any gift or other valuable consideration in order to secure work. They shall not pay a commission, percentage, or brokerage fee in order to secure work, except to a bona fide employee or bona fide established commercial or marketing agencies retained by them.

III. Professional Obligations

- 1. Engineers shall be guided in all their relations by the highest standards of honesty and integrity.
 - a. Engineers shall acknowledge their errors and shall not distort or alter the facts.
 - b. Engineers shall advise their clients or employers when they believe a project will not be successful.
 - c. Engineers shall not accept outside employment to the detriment of their regular work or interest. Before accepting any outside engineering employment, they will notify their employers.
 - d. Engineers shall not attempt to attract an engineer from another employer by false or misleading pretenses.
 - e. Engineers shall not promote their own interest at the expense of the dignity and integrity of the profession.
- 2. Engineers shall at all times strive to serve the public interest.
 - a. Engineers are encouraged to participate in civic affairs; career guidance for youths; and work for the advancement of the safety, health, and well-being of their community.
 - b. Engineers shall not complete, sign, or seal plans and/or specifications that are not in conformity with applicable engineering standards. If the client or employer insists on such unprofessional conduct, they shall notify the proper authorities and withdraw from further service on the project.
 - c. Engineers are encouraged to extend public knowledge and appreciation of engineering and its achievements.
 - d. Engineers are encouraged to adhere to the principles of sustainable development¹ in order to protect the environment for future generations.
- 3. Engineers shall avoid all conduct or practice that deceives the public.
 - a. Engineers shall avoid the use of statements containing a material misrepresentation of fact or omitting a material fact.
 - b. Consistent with the foregoing, engineers may advertise for recruitment of personnel.
 - c. Consistent with the foregoing, engineers may prepare articles for the lay or technical press, but such articles shall not imply credit to the author for work performed by others.
- 4. Engineers shall not disclose, without consent, confidential information concerning the business affairs or technical processes of any present or former client or employer, or public body on which they serve.
 - a. Engineers shall not, without the consent of all interested parties, promote or arrange for new employment or practice in connection with a specific project for which the engineer has gained particular and specialized knowledge.
 - b. Engineers shall not, without the consent of all interested parties, participate in or represent an adversary interest in connection with a specific project or proceeding in which the engineer has gained particular specialized knowledge on behalf of a former client or employer.
- 5. Engineers shall not be influenced in their professional duties by conflicting interests.
 - a. Engineers shall not accept financial or other considerations, including free engineering designs, from material or equipment suppliers for specifying their product.

- b. Engineers shall not accept commissions or allowances, directly or indirectly, from contractors or other parties dealing with clients or employers of the engineer in connection with work for which the engineer is responsible.
- 6. Engineers shall not attempt to obtain employment or advancement or professional engagements by untruthfully criticizing other engineers, or by other improper or questionable methods.
 - a. Engineers shall not request, propose, or accept a commission on a contingent basis under circumstances in which their judgment may be compromised.
 - b. Engineers in salaried positions shall accept part-time engineering work only to the extent consistent with policies of the employer and in accordance with ethical considerations.
 - c. Engineers shall not, without consent, use equipment, supplies, laboratory, or office facilities of an employer to carry on outside private practice.
- 7. Engineers shall not attempt to injure, maliciously or falsely, directly or indirectly, the professional reputation, prospects, practice, or employment of other engineers. Engineers who believe others are guilty of unethical or illegal practice shall present such information to the proper authority for action.
 - a. Engineers in private practice shall not review the work of another engineer for the same client, except with the knowledge of such engineer, or unless the connection of such engineer with the work has been terminated.
 - b. Engineers in governmental, industrial, or educational employ are entitled to review and evaluate the work of other engineers when so required by their employment duties.
 - c. Engineers in sales or industrial employ are entitled to make engineering comparisons of represented products with products of other suppliers.
- 8. Engineers shall accept personal responsibility for their professional activities, provided, however, that engineer may seek indemnification for services arising out of their practice for other than gross negligence, where the engineer's interests cannot otherwise be protected.
 - a. Engineers shall conform to state registration laws in the practice of engineering.
 - b. Engineers shall not use association with a non-engineer, a corporation, or partnership as a "cloak" for unethical acts.
- 9. Engineers shall give credit for engineering work to those to whom credit is due, and will recognize the proprietary interests of others.
 - a. Engineers shall, whenever possible, name the person or persons who may be individually responsible for designs, inventions, writings, or other accomplishments.
 - b. Engineers using designs supplied by a client recognize that the designs remain the property of the client and may not be duplicated by the engineer for others without express permission.
 - c. Engineers, before undertaking work for others in connection with which the engineer may make improvements, plans, designs, inventions, or other records that may justify copyrights or patents, should enter into a positive agreement regarding ownership.
 - d. Engineers' designs, data, records, and notes referring exclusively to an employer's work are the employer's property. The employer should indemnify the engineer for use of the information for any purpose other than the original purpose.
 - e. Engineers shall continue their professional development throughout their careers and should keep current in their specialty fields by engaging in professional practice, participating in continuing education courses, reading in the technical literature, and attending professional meetings and seminars.

Footnote 1 "Sustainable development" is the challenge of meeting human needs for natural resources, industrial products, energy, food, transportation, shelter, and effective waste management while conserving and protecting environmental quality and the natural resource base essential for future development.

—As Revised July 2007

" By order of the United States District Court for the District of Columbia, former Section 11© of the NSPE Code of Ethics prohibiting competitive bidding, and all policy statements, opinions, rulings or other guidelines interpreting its scope, have been rescinded as unlawfully interfering with the legal right of engineers, protected under the antitrust laws, to provide price information to prospective clients; accordingly, nothing contained in the NSPE Code of Ethics, policy statements, opinions, rulings or other guidelines prohibits the submission of price quotations or competitive bids for engineering services at any time or in any amount."

Statement by NSPE Executive Committee

In order to correct misunderstandings which have been indicated in some instances since the issuance of the Supreme Court decision and the entry of the Final Judgment, it is noted that in its decision of April 25, 1978, the Supreme Court of the United States declared: "The Sherman Act does not require competitive bidding."

It is further noted that as made clear in the Supreme Court decision:

1. Engineers and firms may individually refuse to bid for engineering services.
2. Clients are not required to seek bids for engineering services.
3. Federal, state, and local laws governing procedures to procure engineering services are not affected, and remain in full force and effect.
4. State societies and local chapters are free to actively and aggressively seek legislation for professional selection and negotiation procedures by public agencies.
5. State registration board rules of professional conduct, including rules prohibiting competitive bidding for engineering services, are not affected and remain in full force and effect. State registration boards with authority to adopt rules of professional conduct may adopt rules governing procedures to obtain engineering services.
6. As noted by the Supreme Court, "nothing in the judgment prevents NSPE and its members from attempting to influence governmental action . . ."

NOTE: In regard to the question of application of the Code to corporation's vis-à-vis real persons, business form or type should not negate nor influence conformance of individuals to the Code. The Code deals with professional services, which services must be performed by real persons. Real persons in turn establish and implement policies within business structures. The Code is clearly written to apply to the Engineer, and it is incumbent on members of NSPE to endeavor to live up to its provisions. This applies to all pertinent sections of the Code.

Appendix 12

LES Office Policies

It is the policy of the LES to provide equal employment opportunity to all persons without regard to their race, color, religion, gender, age, marital status, national origin or disability. It is the Society's goal to promote the full realization of equal employment opportunity for all job applicants and employees.

All individuals shall be treated fairly during the LES's recruitment process and upon employment without regard to race, color, religion, gender, age, marital status, national origin or disability. Equal opportunity and equal consideration shall be afforded to all qualified applicants and shall apply to all personnel actions including recruitment, hire, selection for training, promotion, establishment of pay rates or other compensation, transfer, layoff and termination.

It is the LES's policy to promote a professional atmosphere which encourages an efficient, productive and creative work environment. The LES will not tolerate verbal, physical or other conduct that creates an intimidating, offensive or hostile work environment. Any employee who believes that a supervisor, employee or nonemployee's conduct constitutes a violation of the LES's policy shall immediately report this information to the Society's Executive Director or the Society's President for possible investigation and action, if appropriate.

Office Hours

LES office hours are 8:00 a.m. to 4:30 p.m. (or 35 hours) Monday through Friday. Employees are allowed to work a flexible work schedule; however, the office must be staffed five days per week. The Executive Director will assign the flexible work schedule.

Non-exempt employees' (bookkeeper & secretary) shall receive one and one-half times their regular rate for all hours worked over 40 in the week. Exempt employees' (executive director) shall not receive overtime compensation.

Annual Leave

Annual leave shall be earned as follows: 5/12 of a day per month for the first year of employment (5 days), however, entitlement to such leave does not occur until the employee has completed 1 full year of employment. 2-5 years continuous employment earns two weeks (10 days). 6 or more years of continuous employment earns three weeks (15 days).

Accrued vacation is vested to the employee and the monetary equivalent of unused vacation up to three weeks (15 days) will be paid to employee upon termination.

Request for annual leave must be submitted to the Executive Director for approval in advance of desired use. The Executive Director will endeavor to schedule annual leave in compliance with the employee's request, but also with consideration of work load in office. Permission for the Executive Director's annual leave shall be obtained from the LES President.

Annual leave, when necessary, and with the approval of the Executive Director, may be used as sick leave. Annual leave may be used as maternity leave.

Sick Leave

An employee earns 5/12 of a day per month per year for sick leave (5 days). An employee absent on sick leave shall notify the Executive Director no later than 8:00 a.m. on the day they were absent. Messages left on the answering machine or cell phone will not be acceptable. An employee can accumulate sick leave for the duration of employment and may be used in the case of prolonged illness or medical disability, however, the Executive Committee may request periodic medical reports concerning the employee's progress. Additional sick leave may be granted with or without pay by the Executive Committee. Accumulated sick leave is not payable at the time employment is terminated; maximum number of sick days permitted to be carried forward shall be thirty (30) days.

Retirement

Full time employees of LES are eligible to participate in any retirement plan of their choice. Age requirement for participants is 21 years of age; length of employment for eligibility is one (1) year continuous service. Employer contributions will be 5% of employees' salary at the close of current fiscal year.

Bonus

Full time employees' of LES are eligible to receive a bonus based on performance. Annually, prior to the Annual Meeting, the Executive Committee will meet with the Executive Director to evaluate his/her performance and will review the other employees' evaluations. The Executive Director will also have salary and bonus recommendations on employees. Bonuses will be determined and awarded prior to close of calendar year.

Approved Holidays

There are eleven (11) approved Holidays:

New Years Day	Mardi Gras
Good Friday	Memorial Day
Independence Day	Labor Day
Thanksgiving	Day after Thanksgiving
Christmas Eve	Christmas Day
New Years Eve	

Should one of the holidays fall on a Saturday or Sunday, the holiday will be observed on Friday or Monday.

APPENDIX 13

QUALIFICATION BASED SELECTION POLICY

- WHEREAS, the Louisiana Engineering Society is the single professional organization that represents all
- WHEREAS, engineering is the creative art of turning ideas into reality,
- WHEREAS, by training, engineers use their judgment, engineering skills, experience and flexibility to provide successful solutions to problems, and
- WHEREAS, protection of the public through high standards of care and quality is the duty of engineers and the engineering profession, and
- WHEREAS, the needs, scope, expectations, limitations and constraints of engineered projects are often
- WHEREAS, the diverse experience and creativity of the engineering profession is unbounded by our ever
- WHEREAS, the fulfillment of engineering's mission relies on engineers performing only those tasks for which they are competent and qualified, and
- WHEREAS, Qualifications Based Selection (QBS) is a fair, equitable and flexible process to compatibly match engineering talent with projects and owners on the basis of competency and qualifications.

NOW, THEREFORE, BE IT RESOLVED that the Louisiana Engineering Society supports "QBS" as an essential part of engineering practice.

QUALIFICATION BASED SELECTION (QBS) is:

- A process that is fair, equitable and flexible;
- A process that seeks to match qualifications and competence to the needs, scope, expectations, limitations and constraints of a project;
- A process that encourages a productive team effort;
- A process that is a logical, efficient and organized approach to the establishment of compatibility in the early stages of a project;
- A process that holds paramount the safety, health and welfare of the public;
- A process that recognizes qualifications and competency above other considerations;
- A process that is adaptable to all projects.

APPENDIX 14

LES STAFF POSITIONS Executive Director

Under the direction of the Executive Committee and the Board of Direction, and within the constraints of the Constitution and Bylaws of the LES, the Executive Director shall provide the implementation link between Officers, Directors and Members of the LES and the Headquarters staff. Further, the Director should provide a continuing personal image for communication of the LES with outside agencies and the public. A successful operation, usually self-starting, should result in an economical, smooth running service organization, with a good public relations image.

- Responsible for the administration of all LES & LEF activities
- Responsible for upkeep & maintenance of Engineering Center
- Responsible for the hiring and supervision of two staff positions
- Assists the President, Officers, and Board in carrying out the goals & directives of LES & LEF
- Oversees the receipt & distribution of funds related to the operations of LES & LEF
- Responsible for coordinating & publishing the *Louisiana Journal* magazine
- Responsible for soliciting advertisements in *Louisiana Journal* magazine & meeting budget requirements
- Responsible for fund-raising for State & National Mathcounts competition
- Plans, coordinates & implements the State Mathcounts competition
- Attends State & National Mathcounts competition
- Serves as liaison between LES and other professional & technical societies
- Coordinates & implements NSPE programs into LES programs as directed by the Board
- Attends NSPE Meetings
- Tracks relevant legislative issues, disseminate legislative information to the Board, committees, etc., works closely with legislative committee, and attends all relevant legislative hearings
- Visits or contacts the chapters on a regular basis to assist with their needs
- Contacts the practice divisions on a regular basis to assist with their needs
- Prepares & distributes call to meeting notices and agenda for LES Board meeting
- Plans & coordinates all state meetings for LES & LEF
- Responsible for maintaining LES & LEF yearly budgets
- Assists the President in appointing persons to various committees & serves as an advisor & consult to all committees
- Responsible for membership recruitment & retention, works closely with membership committee
- Assists in developing, printing, & distributing brochures for related LES, LEF & Mathcounts programs
- Assists members in providing answers to the numerous questions received by phone, fax, & e-mail
- Works closely with the Louisiana Engineering and Land Surveying Board

APPENDIX 14

**LES Staff Positions
Office Manager/Secretary**

- Answers phone for LES & ASCE
- Transcribes minutes of LES Board Meetings
- Updates & maintains LES database
- Updates & maintains LES handbook
- Prepares & distributes mailing labels to chapters monthly
- Prepares & distributes membership reports monthly
- Processes registration for LES statewide meetings
- Processes & mails monthly membership dues statements
- Solicits new registrants & graduates for membership by letter
- Attends State meetings as required
- Maintains LES files
- Maintains office supplies/postage/equipment
- Assists with bulk mailings
- Processes new membership applications & renewals
- Processes registration for State Mathcounts
- Assists with accounts payable, accounts receivable, payroll, and other financial duties for LES & LEF as needed
- Other secretarial duties as designated by the Executive Director

APPENDIX 14

LES Staff Positions

Bookkeeper/Receptionist

- Answers phone for LEF
- Handles accounts receivable for LES, LEF, Education Fund & Practice Divisions
- Handles accounts receivable for LES, LEF, Education Fund & Practice Divisions
- Prepares all tax reports for LES, LEF, Education Fund & Practice Divisions
- Prepares & distributes financial reports for LES, LEF, Education Fund & Practice Divisions
- Maintains accurate list & bills advertisers in *LA Journal*
- Serves as receptionist to Engineering Center, responds to tenant needs
- Books conference room
- Handles all banking needs for LES, LEF, Education Fund & Practice Divisions
- Maintains LEF files
- Distributes scholarship & faculty applications for LEF
- Prepares & distributes call to meeting notices for LEF Board
- Attends LEF Board meetings, takes and transcribes minutes
- Prepares & prints payroll checks, prepares payroll reports
- Assists with typing & proofing articles for *LA Journal*
- Assists with meeting planning & preparation
- Assists with bulk mailings
- Assists with taking & transcribing minutes for LES & ASCE as needed
- Other bookkeeper or receptionist duties as designated by the Executive Director

APPENDIX 15

GUIDELINES FOR DISTRIBUTION OF LES MEMBERSHIP LABELS AND ROSTERS

It is not now, nor has it ever been the policy of the Louisiana Engineering Society, to release membership rosters and mailing labels indiscriminately. The following guidelines must be adhered to by the chapters, practice divisions, and state in distribution of these materials.

1. Chapter names are emailed to Chapter Presidents and newsletter editors on request for the distribution of newsletters and other information pertinent to the chapter's activities.

If chapter names are provided for any occasion other than an LES chapter function, approval to provide labels must be sanctioned by the Chapter's Executive Committee and authorization must be given by the Chapter President. Allocation will be limited to the chapter membership.

2. Chapter rosters are provided at no cost to Chapter officers on request for the purpose of identifying chapter members, etc.

3. Practice Division names are provided at no cost to Practice Division Chairmen on request for the distribution of newsletters and other information pertinent to the practice division's activities.

If practice division names are provided for any occasion other than an LES practice division function, approval to provide labels must be sanctioned by the Practice Division's Executive Committee and authorization must be given by the appropriate Practice Division Chairman. Label cost will be determined by the LES Executive Director. The state office will provide an invoice for these labels, but if the invoice is not paid within forty-five (45) days, it will be the practice division's responsibilities to pay said cost if the provide defaults. Allocation will be limited to the requesting practice division's membership.

4. Practice Division rosters are provided at no cost to Practice Division officers on request for the purpose of identifying division members, etc.

5. Roster requests for the entire membership by a state or national group or by a state engineering college must be approved for release by the LES Executive Committee.

Rosters for the entire membership are provided at no cost to members of the LES Executive Committee on request. Requests for rosters from members other than the Executive Committee will be considered individually by the Executive Director.

APPENDIX 16

LIFETIME ACHIEVEMENT AWARD

A Lifetime Achievement Award may be made to a nominee having made significant contributions to the advancement of engineering and the objectives of the Society throughout his or her career. The nominee shall have acknowledged eminence in engineering or related sciences. Nominees shall be chosen only from members of the Society and NSPE.

Ten total voting members of the Society and NSPE are required to recommend the nominee. Five Past Society Presidents who are still members are required to support and attest to the qualifications of the nominee. All other living Past Presidents who are still members would then vote to confirm the nominee. If at least 80 percent affirmative votes of those Past Presidents voting within the specified time limit are received, the Board shall consider the nomination. The nominee shall be presented the award if at least 75 percent of the Board Members at the Board Meeting vote affirmative.

All living Honorary Members of the Society as of 1 February 1994, shall each be presented a Lifetime Achievement Award at the next Awards Meeting of the Society. These Honorary Members shall be reassigned to the appropriate membership category.

APPENDIX 17

PUBLIC RELATIONS MASTER PLAN

INTRODUCTION

Many of the major issues that face the Nation and the State of Louisiana today need the expertise, talent, and professionalism of engineers to be solved. Engineers will provide the answers to problems such as decay of the utilities and transportation infrastructure, energy supply, and solid waste disposal; engineers hold the key to the future. Engineers must serve a major role in the professional community.

The Public Relations Program of the Louisiana Engineering Society (LES) will strive to fulfill three major objectives:

1. The first major objective is to inform the public more fully about the role of professional engineers. The public needs to understand that an engineer plays a crucial part in almost everything that touches their lives. Several examples of the impact that engineers have on the average citizen follow:
 - * Engineers design the systems that provide us with drinking water, and the systems that collect and treat the waste water that runs down the drain.
 - * Engineers design the appliances that make our lives much easier, and the systems that bring electricity or natural gas to operate them.
 - * Engineers design the cars we drive, as well as the roads and bridges upon which we drive and the gasoline production facilities that provide the power for these vehicles.
 - * Engineers design the structures in which we work, the machines we use at work, and the systems used to build them.
2. The second major objective is to improve the image of professional engineers throughout the state and encourage registration as a goal for high professional standards.
3. The third major objective is to strengthen and unify the Louisiana Engineering Society by providing programs geared to the many diverse interests of professional engineers in each field. Engineers should feel good about the contributions they make to their community, both professionally and socially. Engineers should also be proud to publicize their efforts, not only as individuals, but on behalf of their companies, the Louisiana Engineering Society, and the engineering profession.

GENERAL TASKS

Develop and maintain media outlets and contacts across the state, providing pertinent news on a regular basis.

Have the state and chapter public relations committee chairmen serve for two or more years to cultivate the necessary media contacts.

Take advantage of the many public relations opportunities of the LES, such as MATHCOUNTS and Engineers' Week.

Maintain the high quality of the Louisiana Engineer and Surveyor Journal and existing chapter newsletters. Encourage chapters without a regular newsletter to initiate one.

Have regular columns in the Louisiana Engineer and Surveyor Journal (and maybe chapter newsletter) to discuss the benefits of membership in LES and the National Society of Professional Engineers (NSPE).

Provide ideas for articles that can be placed in area and state-wide publications regarding engineers and/or engineering projects.

Maintain a list of projects statewide, with high exposure, in which engineers play a significant role (Example: major highway bridges, plants, utility systems).

Schedule to have LES represented by chapter officers at the opening ceremonies of these major facilities representing all facets of engineering associated with the project. Give plaques and/or certificates of award for these major accomplishments at the opening ceremonies. Take pictures for the Louisiana Engineer and Surveyor Journal and chapter newsletters.

Provide guidance and plans for upcoming conventions and meetings in order to increase the quality of such programs as well as attendance.

Publicize the LES committee meeting agendas in advance of the state meetings to encourage participation.

Recruit volunteers across the state who would be willing to appear on radio and television talk shows to discuss the engineering profession, the status of controversial projects in the specified area or division, and generally promote the profession. Establish and fill the speaker position as part of each chapter roster. Retired and semi-retired members of our Society would be an excellent source to fill these positions.

SUMMER/FALL

Prepare a news release at the beginning of the LES year acknowledging the role of the society and the new officers. Distribute the release to each chapter to place in their respective regional newspapers (and chapter newsletters).

Establish submittal procedures and promote the preparation of news articles of historical interest or current events involving the engineering profession for submittal to area or practice division newspapers and/or magazines (also for radio and television if appropriate). Provide certificates of award and appropriate acknowledgments for those that develop the articles.

Establish a list of area projects from each chapter that, when completed, should have representation by LES. The chapter lists shall be completed by each chapter public relations chairman and submitted to the state public relations chairman. Each chapter shall assign a member to monitor the progress of each project and report to the chapter president and the LES Executive Director regarding attendance and LES representation at the project opening.

WINTER/SPRING

Prepare and submit at a spring meeting of the LES Board of Direction a report summarizing the activities accomplished during the previous six months. The report shall detail the progress of major projects previously identified, the number of articles that appeared in area newspapers and magazines, and the number of reports on radio and television. The report shall also contain a summary of the number of members and nonmembers present at each monthly meeting of the chapters and a summary of the Engineers' Week activities and participation by area engineers.

Prepare and submit at a spring meeting of the LES Board of Direction an updated Public Relations Master Plan with specific goals for the next year.

ADDITIONAL ITEMS TO CONSIDER

Establish speakers' bureaus and spokespersons across the state to represent the engineering profession on radio and television appearances as well as at civic club and school engagements. Provide media/speaker training to these representatives through a professional communication training program. Establish a speaker bureau, with chairman, as part of each chapter.

Establish a closer working relationship with civic organizations that could potentially use the trained speakers.

Establish a line item in the LES annual budget for public relations in order to:

1. Acquire the aid and experience of media professional assistance
2. Defray expenses of speakers
3. Provide Public Relations materials

Establish a line item in the LES annual budget for a general brochure to be published to acquaint civic associations to the speakers program being developed by LES. Development of the brochure will not be published and released until the speakers bureau has been established and is operational.

APPENDIX 18

LES FINANCIAL AUDITING PROCESS

The following process should be followed to audit the financial condition of the Louisiana Engineering Society following the close of the Fiscal Year.

1. The outgoing Secretary-Treasurer, Incoming Secretary-Treasurer, Executive Director and a member of the Board of Direction appointed by the Incoming President-Elect shall meet after the change in fiscal year to audit the past years financial results. This shall be the Audit Committee and is charged with the responsibility of reviewing the accounting and financial records of the Society to determine if proper procedures and administrative guidelines were followed and implemented during the past year.
2. The Executive Director shall collect all required data including, but not limited to, all canceled checks received during the past 12 months, all invoice statements, all monthly bank statements, billing records, etc. required by the Audit Committee to complete the work. The Audit Committee will review the appropriateness of each payment made by the Society, if proper authorization was received (if necessary), if proper signatures were obtained, and if payment was timely.
3. A final report will be prepared by the Audit Committee, similar to previous Compilation Reports prepared by the Society's CPA, and submitted to the Board of Direction for review and approval. Any procedural changes will be proposed by the Board of Direction at this time.
4. All income tax reports will continue to be prepared by external sources unless otherwise directed by the Board.
5. An annual financial report shall be submitted to the Board within 30 days after the close of the fiscal year. (See attached format for Chapters and Practice Divisions)

APPENDIX 18

_____Chapter
Financial Report
July 1, 2013 – June 30, 2014

Beginning Balance		\$0.00
Income		
Interest Income	0.00	
Dues Income	0.00	
Fund Raising		
Tailgate Party	0.00	
Auction	0.00	
Seminars	0.00	
T-shirt sale	0.00	
Donations	0.00	
Banquet/meetings	0.00	
Scholarships	0.00	
Advertising	0.00	
Mathcounts	0.00	
Other	0.00	
Total Income		
Expense		
Bank Charge	0.00	
Banquet/meetings	0.00	
Awards	0.00	
Scholarships	0.00	
Newsletter	0.00	
Mathcounts	0.00	
Travel	0.00	
Other	0.00	
T-shirt	0.00	
Auction	0.00	
Tailgate Party	0.00	
Miscellaneous	0.00	
Total Expense		\$0.00
Ending Balance		\$0.00

Include copy of June bank reconciliation with financial report

(If you have other income or expense items they may be added, delete items if you don't use them)

APPENDIX 19

LES PROJECT REQUEST FORM

_____ Chapter

Project Description:

(Explain purpose of project)

Benefits:

(Tangible and intangible)

Costs:

(Total cost by components)

Anticipated Date of Completion

Process

- Chapter Presidents presents form to Board of Direction and discusses project strategy.
- If Board of Direction approves, State Office will send Chapter of the project cost.
- Chapter Presidents reports to Board of Direction the success, failures, problems, recommendations, and comments regarding project.
- Remaining monies (total Project Cost minus initial up front payment) up to \$2.00 per member sent by State Office to chapter.

APPENDIX 20

CONTINUING PROFESSIONAL DEVELOPMENT

The committee will assume responsibility for any matter properly referred, although it may overlap another committee's area of responsibility. In such case, the responsible committee may ask assistance of the other committee.

ASSIGNED RESPONSIBILITIES

1. The committee will also review developed programs from NSPE, and other organizations, to evaluate the potential for economical purchase by the society, for use at regular statewide meetings or for loan to the chapter for their use.
2. The committee will develop and assist the practice divisions in developing in-house produced programs, to further the competency of its members and meet the State Board of Registration's requirements for CPD training.

ORGANIZATION

1. The committee is comprised of one (1) member from each chapter, appointed by that chapter, plus a chairman and vice chairman appointed by the President of the society.

APPENDIX 21

Conflict of Interest Policy

This Conflict of Interest Policy of Louisiana Engineering Society: (1) defines conflicts of interest; (2) identifies classes of individuals within the Organization covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

1. **Definition of conflicts of interest.** A conflict of interest arises when a person in a position of authority over LES may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.
2. **Individuals covered.** Persons covered by this policy are LES's officers, directors, chief employed executive and chief employed finance executive.
3. **Facilitation of disclosure.** Persons covered by this policy will annually disclose or update to the President of the Board of Direction on a form provided by LES their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members.
4. **Procedures to manage conflicts.** For each interest disclosed to the President of the Board of Direction, the President will determine whether to: (a) take no action; (b) assure full disclosure to the Board of Direction and other individuals covered by this policy; (c) ask the person to recuse from participation in related discussions or decisions within LES; or (d) ask the person to resign from his or her position in LES or, if the person refuses to resign, become subject to possible removal in accordance with LES's removal procedures. LES's chief employed executive and chief employed finance executive will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the President of the Board of Direction in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

APPENDIX 22

Whistleblower Policy

This Whistleblower Policy of Louisiana Engineering Society: (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of LES; (2) specifies that LES will protect the person from retaliation; and (3) identifies where such information can be reported.

1. **Encouragement of reporting.** LES encourages complaints, reports or inquiries about illegal practices or serious violations of LES's policies, including illegal or improper conduct by LES itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which LES has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via LES's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.
2. **Protection from retaliation.** LES prohibits retaliation by or on behalf of LES against staff or volunteers for making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. LES reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports or inquiries or who otherwise abuse this policy.
3. **Where to report.** Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the LES's chief employed executive or President of the Board of Direction; if both of those persons are implicated in the complaint, report or inquiry, it should be directed to the First Vice President. LES will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that LES may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously, nor report the result to the initiating volunteer or staff.

APPENDIX 23

Document Retention and Destruction Policy

This Document Retention and Destruction Policy of Louisiana Engineering Society identifies the record retention responsibilities of staff, volunteers, members of the Board of Direction, and outsiders for maintaining and documenting the storage and destruction of LES's documents and records.

1. **Rules.** LES's staff, volunteers, members of the Board of Direction and outsiders (i.e., independent contractors via agreements with them) are required to honor these rules: (a) paper or electronic documents indicated under the terms for retention below will be transferred and maintained by the Human Resources, Legal or Administrative staffs/departments or their equivalents; (b) all other paper documents will be destroyed after three years; (c) all other electronic documents will be deleted from all individual computers, data bases, networks, and back-up storage after one year; and (d) **no paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.**

2. **Terms for retention.**

- a. Retain permanently:
Governance records – Charter and amendments, Bylaws, other organizational documents, governing board and board committee minutes.
Tax records – Filed state and federal tax returns/reports and supporting records, tax exemption determination letter and related correspondence, files related to tax audits.
Intellectual property records – Copyright and trademark registrations and samples of protected works.
Financial records – Audited financial statements, attorney contingent liability letters.
- b. Retain for ten years:
Pension and benefit records -- Pension (ERISA) plan participant/beneficiary records, actuarial reports, related correspondence with government agencies, and supporting records.
Government relations records – State and federal lobbying and political contribution reports and supporting records.
- c. Retain for three years:
Employee/employment records – Employee names, addresses, social security numbers, dates of birth, INS Form I-9s, resume/application materials, job descriptions, dates of hire and termination/separation, evaluations, compensation information, promotions, transfers, disciplinary matters, time/payroll records, leave/comp time/FMLA, engagement and discharge correspondence, documentation of basis for independent contractor status (retain for all current employees and independent contractors and for three years after departure of each individual).
Lease, insurance, and contract/license records – Software license agreements; vendor, hotel, and service agreements; independent contractor agreements; employment agreements; consultant agreements; and all other agreements (retain during the term of the agreement and for three years after the termination, expiration or non-renewal of each agreement).
- d. Retain for one year:
All other electronic records, documents and files – Correspondence files, past budgets, bank statements, publications, employee manuals/policies and procedures, survey information.

3. **Exceptions.** Exceptions to these rules and terms for retention may be granted only by the Organization's chief staff executive or President of the Board.

APPENDIX 24

Policy on the Process for Determining Compensation

This Policy on the Process for Determining Compensation of Louisiana Engineering Society applies to the compensation of the following persons employed by LES:

_____ The Organization's **Executive Director**¹

The process includes all of these elements: (1) review and approval by the Board of Direction or Compensation Committee of the LES; (2) use of data as to comparable compensation; and (3) contemporaneous documentation and recordkeeping.

1. **Review and approval.** The compensation of the person is reviewed and approved by the Board of Direction or Compensation Committee of the LES, provided that persons with conflicts of interest with respect to the compensation arrangement at issue are not involved in this review and approval.

2. **Use of data as to comparable compensation.** The compensation of the person is reviewed and approved using data as to comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations.

3. **Contemporaneous documentation and recordkeeping.** There is contemporaneous documentation and recordkeeping with respect to the deliberations and decisions regarding the compensation arrangement.

¹ **Chief employed executive** – The CEO (i.e., Chief Executive Officer), executive director, or top management official (i.e., a person who has ultimate responsibility for implementing the decisions of the Organization's governing body or for supervising the management, administration, or operations of the Organization).

APPENDIX 25

Joint Venture Policy

This Joint Venture Policy of Louisiana Engineering Society requires that LES evaluate its participation in joint venture arrangements under Federal tax law and take steps to safeguard LES's exempt status with respect to such arrangements. It applies to any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity as further defined in this policy.

A. Joint ventures or similar arrangements with taxable entities. For purposes of this policy, a joint venture or similar arrangement (or a "venture or arrangement") means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity without regard to: (1) whether LES controls the venture or arrangement; (2) the legal structure of the venture or arrangement; or (3) whether the venture or arrangement is taxed as a partnership or as an association or corporation for federal income tax purposes. A venture or arrangement is disregarded if it meets both of the following conditions:

- (a) 95% or more of the venture's or arrangement's income for its tax year ending within LES's tax year is excluded from unrelated business income taxation [including but not limited to: (i) dividends, interest, and annuities; (ii) royalties; (iii) rent from real property and incidental related personal property except to the extent of debt-financing; and (iv) gains or losses from the sale of property]; and
- (b) the primary purpose of LES's contribution to, or investment or participation in, the venture or arrangement is the production of income or appreciation of property.

B. Safeguards to ensure exempt status protection. LES will: (a) negotiate in its transactions and arrangements with other members of the venture or arrangement such terms and safeguards adequate to ensure LES's exempt status is protected; and (b) take steps to safeguard LES's exempt status with respect to the venture or arrangement. Some examples of safeguards include:

- (i) control over the venture or arrangement sufficient to ensure that it furthers the exempt purpose of the organization;
- (ii) requirements that the venture or arrangement gives priority to exempt purposes over maximizing profits for the other participants;
- (iii) that the venture or arrangement not engage in activities that would jeopardize LES's exemption; and
- (iv) that all contracts entered into with the organization be on terms that are arm's length or more favorable to LES.