



**Board of Directors
Regular Meeting Agenda**

Tuesday, October 16, 2018, 7.00p
Jeanne Marie Gaulke Community Meeting Room
502 State St, Hood River
Jean Sheppard, President
Notes prepared by Assistant Director Arwen Ungar

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| I. Additions/deletions from the agenda (ACTION) | Sheppard |
| II. Conflicts or potential conflicts of interest | Sheppard |
| III. Consent Agenda (ACTION) | Sheppard |
| i. Minutes from September 18, 2018 meeting | |
| Attachments: III.i Minutes from September 18, 2018 meeting | |
| • ii. Invoice Sage Library Consortium | |

This membership connects us to our 70 consortium libraries, which we share materials. This funds technical staff who create an infrastructure, policies and technical support for our integrated library system software Evergreen. It also funds our courier system which runs five days per week.

The invoice for \$12,271 exceeds my spending authority, so I'm asking for Board approval.

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| IV. Open forum for the general public | Sheppard |
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V. Reports

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|--------------------------|-------|
| i. Friends update | Ungar |
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The Friends and foundation met to discuss how to clearly relay information about what each group does with the public. The groups plan to send out a marketing newsletter differentiating the two as well as send information in the annual mailer. Further, they discuss what areas they overlap in and what areas might be good for further collaboration. The Friends tentatively set their Christmas potluck date for December 11.

The Hood River Reads committee selected *Temperance Creek* by Pamela Royes for its annual book. Royes has agreed to the program and will visit the area from April 12-April 14. The program will kick off on or around March 2.

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|------------------------------|-------|
| ii. Foundation update | Ungar |
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The Foundation will hold a donor appreciation morning on November 19 at 8 am in the library to thank those who have donated throughout the years. Pastries and coffee will be served. Feast of Words is slated for March 9 and Jen Bayer will be the chair again this year. This year's fundraiser will be dedicated to improving services in Odell.

The Foundation approved the 2018/2019 budget document after treasurer Heather Staten made some

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541 386 2535

www.hoodriverlibrary.org

changes for clarity from the previous meeting. The Foundation is in need of a bookkeeper. The group also discussed efforts to encourage Legacy Giving from the community, which could include highlighting some of the individuals who have already done this.

iii. September financial statements

Ungar

Attachments:

- VII.i. September financial statements

iv. Director's report

Ungar

Administration

- We will begin to review policies in December with the Board Governance Policy.
- There is one potential 1600 square foot space in Odell that may be available on a temporary to permanent basis.

Facilities

- The Snow removal contract was for two years so does not need to be renegotiated until November 2019.
- Michael Peterson-Love has done much of the exterior painting and cleaning around the windows and will paint the meeting room at the end of the month.

Programs

- Programs in October have been a success with many attending the Gorge Happiness Month programs.
- Programs in November include a Marimba group and Workshop, more makerspace programs and author Renee Denfeld, among others.

Personnel

- There have been two workman's comp claims in the past 6 months and we will work with SDAO to develop best practices for repetitive motion actions and have a consultant come out to look at our work spaces to determine better functionality
- Part-time public service clerk Helen Alexeff has resigned her position as of October 24, she will remain on the on-call substitute list.

Marketing

- The newsletter had a 43% open rate (5% lower than last month) and a 9% click rate (3% higher than last month).
- Facebook followers increased slightly by 8% page engagement also increased very slightly at 2%.

VI. Previous business

VII. New Business

i. Medical Insurance renewal (ACTION)

Ungar

Attachment:

- VII.ii. Employee Health Care Benefits Policy

It's time to renew our health insurance. We have used United Health Care this past year. Our plan at United has been eliminated and replaced with a similar plan at a lower (\$750) deductible. This plan: United Healthcare Choice Plus Gold 750 - AV2S w/447 represents an increase of just over 3%.

Our Health insurance agent, HUB-BCI group, got quotes from other insurers, including Providence,

United Healthcare, and the Special Districts Association of Oregon. United Healthcare appears to be our best option. The next closest plan was a Special Districts Association of Oregon Plan that represented a 7% increase with considerably worse coverage, a \$2,000 deductible (compared to \$750 at United); \$35 office visits (compared to \$25 at United); and 30% coinsurance (compared to 20% at United).

The deadline to add or make changes for the plan is the end of November. If we want to change carriers, the date would be November 15th. I recommend we enroll in United Healthcare Plus Premier Gold 750 but we can change plans, if the Board wishes to elect a different plan and/or carrier.

As you can see there is just over a 3% increase for next year for the Choice Plus Gold 750. Per the Employee Health Care Benefits Policy, the District contributes \$1,000 toward the cost of employees' monthly health insurance. The amount of the monthly cap paid for each employee is based on a forty hour work week, and it is reduced proportionally for employees who work fewer than forty hours per week.

Fox budgeted a 10% increase in this year's budget. The District will pay an additional \$13.93 per employee for this plan. There are three staff members who enroll family or employee and children already met the cap and will pay out-of-pocket for the additional fees.

Our dental insurance is predicted to increase. HUB-BCI group is running cost comparison now with other carriers and I will have it ready for the next board meeting. Dental must be renewed by January 1, 2018.

Our health insurance with United Healthcare will include medical, mental health, alternative care, vision, and pharmacy coverage. I can send you benefit summaries, if you would like. I highly recommend we continue to use United Healthcare as our insurance provider and select Choice Plus Gold 750. This is a low overall increase to the District.

VIII. Agenda items for next meeting

Sheppard

IX. Adjournment

Sheppard

Other matters may be discussed as deemed appropriate by the Board. If necessary, Executive Session may be held in accordance with the following. Bolded topics are scheduled for the current meeting's executive session.

- ORS 192.660 (1) (d) Labor Negotiations
- ORS 192.660 (1) (e) Property
- ORS 192.660 (1) (h) Legal Rights
- ORS 192.660 (1) (i) Personnel

The Board of Directors meets on the 3rd Tuesday each month from 7.00 to 9.00p in the Jeanne Marie Gaulke Memorial Meeting Room at 502 State Street, Hood River, Oregon. Sign language interpretation for the hearing impaired is available if at least 48 hours notice is given.

Board of Directors
Regular Meeting Agenda, Supplementary info
Tuesday, October 16, 2018, 7.00p
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Jean Sheppard, President
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Board of Directors
Regular Meeting Minutes
Tuesday, September 18, 2018, 7.00p
Jeanne Marie Gaulke Community Meeting Room
502 State St, Hood River
Jean Sheppard, President



Minutes prepared by Assistant Director Arwen Ungar
Present: Arwen Ungar (staff), Karen Bureker, Brian Hackett, Megan Janik, Sarah Marsden, Jean Sheppard

I. Additions/deletions from the agenda (ACTION) Sheppard

President Jean Sheppard called meeting to order at 7:09 p.m.

II. Conflicts or potential conflicts of interest Sheppard

None stated.

III. Consent Agenda (ACTION) Sheppard

i. Minutes from August 28, 2018 meeting

Attachments:

- III.i. Minutes from August 28, 2018 meeting

Bureker moved to approve the consent agenda, Janik seconded. Motion carried unanimously.

IV. Open forum for the general public Sheppard

V. Reports

Ungar

i. Friends Update

The friends also met for the first time after the summer break. The Friends have 19,539.67 in their bank account. The library made their annual request of \$8,000 for summer reading programs and \$3,000 to continue Odell Bus service once a month throughout the year. The treasurer encouraged the library to ask for more money. The Friends plan on meeting a few volunteers in Cascade Locks to form their own subgroup of Friends.

ii. Foundation update Ungar

The foundation met for the first time after the summer break.

The fundraising and budget plans were proposed and will be brought back to the group for review and adoption after Jen and with some edits for the October meeting. On November 19, the foundation will hold a donor recognition event at the library at 8:00 a.m. Jen Bayer and Dawn Fitchen will represent the foundation at the Gorge Community Foundation breakfast, at the end of September.

iii. August financial statements Ungar

Attachment: V.iii. August financial statements

iv. Director's report Ungar

Marketing

- Newsletter opens: 48%, which is double the industry average of 24% and the highest open rate yet. Click rate: 6% (Three times the industry average)

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Facilities

- The HVAC system will be repaired the third week in September.
- Makerspace furnishing including building two maker tables has largely been completed, there will be additional shelving units installed.

Programs

- The library slows down with programming at the end of August through much of September as staff prepare for fall and winter programs.
- The library will have Portland soul musician Steve Hale perform this week and recently had a successful author program by Jackie McManus formerly of Hood River.
- The library is partnering with Goodwill industries to provide a series of job readiness skills classes in October.
- The library is partnering with the Gorge Happiness Project to provide a month of programming for all ages. This is the third year the library has offered this very successful month of programming.
- October and November Makerspace programming has been scheduled and includes programs for children, teens and adults including coding, robots, DIY art and a Family maker night.
- Hood River Reads plans to select the 2019 title by their next meeting at the end of September.

Personnel

- There have been no staff changes or updates.

VI. Agenda items for next meeting

Sheppard

VII. Adjournment

Sheppard

The Meeting was adjourned at 7:16 p.m.

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Baker Co Library District - Sage Fund
 Sage Library System
 2400 Resort Street
 Baker City, OR 97814

Invoice

Date	Invoice #
10/9/2018	M2018-19-008

Bill To:
Hood River County Library District

Terms
<i>Due upon receipt</i>

Quantity	Description	Rate	Amount
	2018-2019 Sage Membership fee for Public Library (15K - 30K) Level	\$12,271.00	\$12,271.00
<i>Please make your check payable to: Baker County Library District</i>		Total Due	\$ 12,271.00

HOOD RIVER COUNTY LIBRARY DISTRICT

Compiled Financial Statements September 30, 2018

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Onstott, Broehl & Cyphers, P.C.

Certified Public Accountants

KENNETH L. ONSTOTT, c.p.a.
JAMES T. BROEHL, c.p.a.
RICK M. CYPHERS, c.p.a.

WILLIAM S. ROOPER, c.p.a. retired

MEMBERS:
American Institute of c.p.a.'s
Oregon Society of c.p.a.'s

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INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

Board of Directors
Hood River County Library District
Hood River, Oregon

Management is responsible for the accompanying financial statements of Hood River County Library District, which comprise the balance sheet – cash basis as of September 30, 2018, and the related statement of revenues, expenditures and changes in fund balance – cash basis for the one month and three months then ended, and for determining that the cash basis of accounting is an acceptable financial reporting framework. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The financial statements are prepared in accordance with the cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America.

Management has elected to omit substantially all of the disclosures and the statement of cash flows ordinarily included in financial statements prepared in accordance with the cash basis of accounting. If the omitted disclosures and statement of cash flows were included in the financial statements, they might influence the user's conclusions about the District's assets, liabilities, equity, revenues, and expenditures. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The supplementary information contained on pages 4 through 8 is presented for purposes of additional analysis and is not a required part of the basic financial statements. The supplementary information has been compiled from information that is the representation of management. We have not audited or reviewed the supplementary information and, accordingly, do not express an opinion or provide any assurance on such supplementary information.

Onstott, Broehl & Cyphers, P.C.
October 12, 2018

Hood River County Library District
Balance Sheet - Cash Basis
September 30, 2018

ASSETS

	General Fund	Grants Fund	Capital Equipment Reserve Fund	Total
Current Assets:				
Cash in bank - Columbia State Bank	\$79,938			\$79,938
Cash with Hood River County	370,980	\$70,889	\$77,886	519,755
Petty cash	416			416
Accounts receivable	1,714			1,714
Total Current Assets	<u>453,048</u>	<u>70,889</u>	<u>77,886</u>	<u>601,823</u>
TOTAL ASSETS	<u>\$453,048</u>	<u>\$70,889</u>	<u>\$77,886</u>	<u>\$601,823</u>

LIABILITIES & FUND BALANCES

Liabilities				
Current Liabilities				
Payroll liabilities	\$3,630			\$3,630
Total Current Liabilities	<u>3,630</u>	<u>0</u>	<u>0</u>	<u>3,630</u>
Total Liabilities	<u>3,630</u>	<u>0</u>	<u>0</u>	<u>3,630</u>
Fund Balances:				
Unassigned	<u>449,418</u>	<u>70,889</u>	<u>77,886</u>	<u>598,193</u>
TOTAL LIABILITIES & FUND BALANCES	<u>\$453,048</u>	<u>\$70,889</u>	<u>\$77,886</u>	<u>\$601,823</u>

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY
Statement of Revenues, Expenditures, and
Changes in Fund Balance - Cash Basis
For the Three Months Ended September 30, 2018

	General Fund	Grants Fund	Capital Equipment Reserve Fund	Total
Revenues:				
Donations and grants	\$0	\$500		\$500
Property tax revenues - current year	2,663			2,663
Property tax revenues - prior year	6,478			6,478
Fines and fees	3,923			3,923
Intergovernmental revenue		-		0
Interest revenue	3,594		\$573	4,167
Miscellaneous	0			0
Total Revenues	16,658	500	573	17,731
Expenditures:				
Personal services:				
Wages and salaries	106,832	2,091		108,923
Employee benefits	33,451	117		33,568
Total Personal Services	140,283	2,208	0	142,491
Materials and services:				
Bank charges	32			32
Building rental	2,831			2,831
Building maintenance	4,220	601	2,386	7,207
HVAC	2,501		18,637	21,138
Elevator	496			496
Telephone	1,052			1,052
Internet	980			980
Collection development	16,558	5,098		21,656
Technology	2,213	5,218		7,431
Accounting and auditing	3,400			3,400
Courier	364			364
Custodial services	5,790			5,790
Technical services	3,143			3,143
Library consortium	0			0
Copiers	311			311
Elections expense	0			0
Furniture and equipment	2,424	5,031		7,455
Insurance	3,344			3,344
Georgiana Smith Memorial Garden	3,769			3,769
Legal services	1,173			1,173
Professional services	45			45
Dues and subscriptions	790			790
Miscellaneous	1,814			1,814
Postage and freight	119			119
Printing	148			148
Programs	3,367	4,658		8,025
Advertising	76			76
Supplies - office	4,209	320		4,529
Travel	386			386
Training	415			415
Board development	2			2
Parking reimbursement	0			0
Electricity	5,593			5,593
Garbage	365			365
Natural gas	100			100
Water & sewer - building	2,352			2,352
Total Materials and Services	74,382	20,926	21,023	116,331
Capital outlay	0	0	2,430	2,430
Total Expenditures	214,665	23,134	23,453	261,252
Revenues Over Expenditures	(198,007)	(22,634)	(22,880)	(243,521)
Other Financing Sources (Uses)				
Operating transfers in	0		0	0
Operating transfers out	0			0
Total Other Financing Sources (Uses)	0	0	0	0
Revenues and Other Financing Sources (Uses) Over Expenditures	(198,007)	(22,634)	(22,880)	(243,521)
Fund Balance - July 1, 2018	647,425	93,523	100,766	841,714
Fund Balance - September 30, 2018	\$449,418	\$70,889	\$77,886	\$598,193

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
General Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Three Months Ended
September 30, 2018

	Current Period Actual	Year to Date Actual	Annual Budget
Revenues:			
Tax revenues - current	\$0	\$2,663	\$876,286
Tax revenues - prior year	3,025	6,478	15,000
Fines and fees	1,162	3,923	13,500
Interest revenue	1,902	3,594	7,000
Donations	0	0	0
Miscellaneous	0	0	0
Total Revenues	6,089	16,658	911,786
Expenditures:			
Personal services:			
Wages and salaries:			
Library clerk I	742	1,882	7,195
Library clerk II	7,908	23,450	97,865
Library assistant I	4,683	12,721	52,294
Library assistant II	7,473	22,311	86,051
Librarian I	6,022	16,437	69,170
Librarian II	1,242	10,198	55,557
Library director	6,718	18,853	74,090
Other	980	980	0
Payroll taxes and benefits:			
Retirement	2,947	8,088	32,647
Social security	2,994	8,342	33,830
Workers' compensation	19	64	1,200
Health insurance	4,177	15,304	99,500
Unemployment insurance	429	1,277	5,749
Other employee benefits	141	376	
Total Personal Services	46,475	140,283	615,148
Materials and services:			
Bank charges	0	32	300
Building rental	944	2,831	14,000
Building maintenance	251	4,220	15,000
HVAC	0	2,501	15,000
Elevator	0	496	2,300
Telephone	285	1,052	4,300
Internet	327	980	6,400
Collection development	5,781	16,558	78,000
Technology	423	2,213	11,000
Accounting and auditing	0	3,400	26,000
Courier	37	364	3,000

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
General Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Three Months Ended
September 30, 2018

	Current Period Actual	Year to Date Actual	Annual Budget
Custodial services	1,823	5,790	25,000
Technical services	0	3,143	4,000
Library consortium	0	0	12,300
Copiers	74	311	1,400
Elections expense	0	0	3,200
Furniture and equipment	84	2,424	4,000
Insurance	0	3,344	12,000
Georgiana Smith Memorial Garden	1,155	3,769	24,000
Legal services	262	1,173	3,000
Professional services	45	45	0
Dues and subscriptions	348	790	4,000
Miscellaneous	1,497	1,814	1,000
Postage and freight	119	119	1,000
Printing	0	148	500
Programs	1,075	3,367	20,000
Advertising	0	76	1,500
Supplies - office	1,427	4,209	15,000
Travel	0	386	5,000
Training	0	415	3,000
Board development	0	2	1,500
Parking reimbursement	0	0	1,000
Electricity	1,789	5,593	21,000
Garbage	123	365	1,600
Natural gas	0	100	10,000
Water & sewer - building	946	2,352	5,000
 Total Materials and Services	 18,815	 74,382	 355,300
 Capital Outlay	 0	 0	 0
 Contingency	 0	 0	 100,000
 Total Expenditures	 65,290	 214,665	 1,070,448
 Other Financing Sources (Uses)			
Operating transfers In	0	0	0
Operating transfers out	0	0	(30,000)
 Total Other Financing Sources (Uses)	 0	 0	 (30,000)
 Change in Fund Balance	 (\$59,201)	 (\$198,007)	 (\$188,662)

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
Grants Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Three Months Ended
September 30, 2018

	Current Period Actual	Year to Date Actual	Annual Budget
Revenues:			
Donations and grants	\$0	\$500	\$225,000
Intergovernmental revenue	0	0	0
Total Revenues	<u>0</u>	<u>500</u>	<u>225,000</u>
Expenditures:			
Personal services	714	2,208	7,500
Materials and services:	842	20,926	150,000
Capital outlay	0	0	112,500
Total Expenditures	<u>1,556</u>	<u>23,134</u>	<u>270,000</u>
Change in Fund Balance	<u><u>(\$1,556)</u></u>	<u><u>(\$22,634)</u></u>	<u><u>(\$45,000)</u></u>

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HOOD RIVER COUNTY LIBRARY DISTRICT
Capital Equipment Reserve Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Three Months Ended
September 30, 2018

	Current Period Actual	Year to Date Actual	Annual Budget
Revenues:			
Interest revenue	\$159	\$573	\$1,000
Other Financing Sources			
Transfer from General Fund	0	0	25,000
Total Revenues and Other Sources	<u>159</u>	<u>573</u>	<u>26,000</u>
Expenditures:			
Materials and services	2,386	21,023	0
Capital outlay	0	2,430	75,000
Total Expenditures	<u>2,386</u>	<u>23,453</u>	<u>75,000</u>
Change in Fund Balance	<u><u>(\$2,227)</u></u>	<u><u>(\$22,880)</u></u>	<u><u>(\$49,000)</u></u>

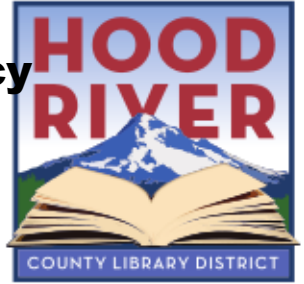
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HOOD RIVER COUNTY LIBRARY
Schedule of Revenues, Expenditures, and
Changes in Fund Balance - Cash Basis
Grants Funds
For the Three Months Ended September 30, 2018

	Newspaper Digitization	SDAO Safety 2016	Foundation Grants	Programs Fund	CL Branch	Friends of the Library	Makerspace Grant	RTR 2018	Total
Revenues:									
Donations and grants	\$0	\$0	\$500	\$0		\$0	\$0	\$0	\$500
Total Revenues	0	0	500	0	0	0	0	0	500
Expenditures:									
Personal services:									
Wages and salaries:									
Library clerk II			595			290		1,206	1,206
Library assistant II									885
Employee benefits:									
Retirement									0
FICA								92	92
Workers compensation								1	1
Health insurance									0
Unemployment insurance								23	23
Total Personal Services	0	0	595	0	0	290	0	1,322	2,207
Materials and services:									
Building maintenance			601						601
Collection development			2,749	(38)		2,360		28	5,099
Technology			5,067				151		5,218
Programs			394		793	637	462	2,373	4,659
Furniture and equipment	0		2,019	169	332	621	1,889		5,030
Office supplies			320						320
Total Materials and Services	0	0	11,150	131	1,125	3,618	2,502	2,401	20,927
Capital outlay	0	0	0	0	0		0	0	0
Total Expenditures	0	0	11,745	131	1,125	3,908	2,502	3,723	23,134
Net Change in Fund Balance	0	0	(11,245)	(131)	(1,125)	(3,908)	(2,502)	(3,723)	(22,634)
Fund Balance - July 1, 2018	825	3,000	79,678	(607)	1,304	4,021	997	4,305	93,523
Fund Balance - September 30, 2018	\$825	\$3,000	\$68,433	(\$738)	\$179	\$113	(\$1,505)	\$582	\$70,889

See Independent Accountants' Compilation Report

Employee Health Care Benefits Policy



In an effort to ensure a healthy, productive, and talented workforce, the Hood River County Library District provides health care benefits to eligible employees. This policy establishes those benefits, how they are selected, and what types of health care benefits are provided by the District.

Eligibility

Any regular employee who is scheduled in any capacity at any site to work for the District at least twenty hours per week is deemed to be eligible for health care benefits as defined in this policy. Health care benefits shall be available on the first day of the month that occurs after sixty days from the hire date.

Health Care Benefits

The District shall contribute to the cost of health care benefits for qualifying employees. Currently, the District's contribution for qualifying employees shall be up to a cap of \$1,000 per month. In future years, the amount of the District's monthly contribution may be set by resolution of the Board of Directors. The amount of the monthly cap paid for each employee is based on a forty-hour work week, and it will be reduced proportionally for employees who work fewer than forty hours per week. The District shall make available the option of purchasing benefits for spouses, children, same-sex domestic partners, or opposite-sex domestic partners (with a signed affidavit supplied by the District or benefits provider) of qualifying employees and the District will contribute to the cost of such spousal or family insurance coverage up to the amount of the current monthly cap. Employees shall not be compensated for any amount under the monthly cap not being spent, except as provided below in "In-Lieu Health Care Benefits".

The health care benefits provider shall be selected by the employees, with guidance and limitations established by the Board of Directors, and may include medical, vision, dental, and mental health coverage. If given the option by the benefits provider(s), employees may elect whether or not to participate in the different types of insurance, thereby electing how they would like to spend their District-provided monthly health care benefits cap.

In-Lieu Health Care Benefits

Employees may waive medical insurance coverage by providing proof of coverage that meets minimum value standards under another employer-sponsored medical insurance plan. The employees who waive District coverage shall become eligible for the District's HRA VEBA medical expense plan. For employees participating in the HRA VEBA plan, the District shall contribute a monthly amount equal to one-half of what the District would normally pay for a single individual to enroll in the medical portion of the District's insurance plan, not to exceed the equivalent of half of the monthly health care benefits cap. This contribution shall be prorated based on a forty-hour work week. Each eligible employee must submit a completed and signed enrollment form to participate in the HRA VEBA plan.

Other Considerations

Some provisions of the health care benefits provided by the District are affected by the Personnel Policies, particularly those pertaining to benefits and leave. Employees are encouraged to read carefully those policies as well. In addition, the District's health care benefits providers may place

restrictions, if any, must be considered as well.

Adopted by the Board of Directors, January 17, 2012
Last revised, November 18, 2014