

GOVERNANCE POLICIES UNITARIAN UNIVERSALIST CHURCH OF ELGIN

OUR MISSION

We are a welcoming, spiritual community where people gather to find their own paths to truth and meaning. We embrace freedom of belief, engage in lifelong learning, and advocate for environmental sustainability and social justice.

ENDS POLICIES

Listed In Order of Priority

#1: Community:

- A. Members' needs for acceptance and belonging are met, as all who enter and join UUCE activities experience a warm welcome and find and sustain meaningful connections.
- B. Our community grows in depth, diversity and size.

#2: Freedom of Belief and Spiritual Inquiry:

- A. Members and visitors safely experience and express open inquiry, diverse perspectives and ideas, and a full range of spiritual and religious ideas within the context of Unitarian Universalist principles.
- B. Members successfully discern their own personal beliefs and paths to truth.

#3: Life Long Learning:

- A. Participants of all ages continually learn, develop and enrich themselves as individuals and as a community.
- B. Members explore personal and global issues, question and challenge assumptions, and expand discussion of vital issues, both within our community and with the larger community.

#4: Social Justice:

- A. Participants continually increase their knowledge and awareness of local and global social justice issues and how they impact people and the sustainability of all life on earth.
- B. UUCE makes identifiable positive impact on social justice issues in the local and global communities through individual and congregational action.

II. EXECUTIVE TEAM LIMITATIONS

The Executive Team (as defined in Policy IV.A) shall not cause or allow any practice, activity, decision, or organizational circumstance that is in violation of our Unitarian Universalist principles; the Bylaws of the Church; the UUCE Mission Statement; the commonly accepted business practices and professional ethics; or any Federal, State, or Municipal laws; or the following specific Executive Team Limitations

A. EXECUTIVE TEAMWORK: The Executive Team Members shall speak as one voice to all parties to whom the Executive Team is responsible, or over whom it has authority. In addition, they shall not fail operate without a covenant of mutual honor, support and effective decision making.

B. TREATMENT OF CONGREGANTS: With respect to interactions with congregants, the Executive Team shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, that violate confidentiality or privacy, or that fail to apply the standards of the Church's Mission, Ends Policies and Unitarian Universalist principles.

C. TREATMENT OF PAID AND VOLUNTEER STAFF: The Executive Team shall not cause or allow conditions that are unfair or undignified or that fail to apply the standards of the Church's Mission, Ends Policies and Unitarian Universalist principles. *(Note: need a definition for paid and volunteer staff.)*

Accordingly, Executive Team members shall not:

1. Unlawfully discriminate against existing or potential staff.
2. Subject staff to unsafe or unhealthy conditions.
3. Fail to communicate and post in a prominent place current, established, internal complaint procedures, and shall not prevent staff from using them.
4. Violate UUCE personnel and volunteer policies that clarify appropriate rules for paid or unpaid staff, and provide for effective handling of grievances.

D. COMMUNICATION AND SUPPORT OF THE BOARD: The Executive Team shall not cause or allow the Board to be uninformed or unsupported in its work.

Accordingly, Executive Team members shall not fail to:

1. Select an Executive Team member to attend all Board Meetings.
2. Inform the Board in a timely manner of relevant trends, public policy initiatives, public events of the organization, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Provide by a date specified by the Board a review of the major programs of the Church.
4. Submit the monitoring data required by the Board policy in a timely, accurate, and understandable fashion.
5. Present all necessary or requested material to the Board in a manner that is timely, accurate, complete, concise, understandable and facilitates decision making, differentiating among information of three types: monitoring, decision preparation and other.

6. Gather as many staff and external points of view, issues, and options as needed for fully informed Board choices.
7. Advise the Board if the Executive Team perceives the Board to be out of compliance with its own policies on Governance Process and Board-Executive Linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Executive Team.
8. Recommend changes in Policies when the need for which becomes known to them.
9. Deal with the Board as a whole except when a) fulfilling individual requests for information, or b) responding to members duly charged by the Board.
10. Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
11. Supply to the Board all items delegated to the Executive Team yet required by law, Bylaws, or contract to be Board-approved, along with any necessary monitoring procedures.
12. Limit public statements about the official position of the congregation or Board on controversial social, political and/or congregational issues to what the congregation or Board has formally and explicitly adopted as positions of record. Nothing in this policy shall be construed to infringe upon the fundamental principle of freedom of the pulpit.

E. COMPENSATION AND BENEFITS: With respect to compensation, employment, and benefits, the Executive Team shall not cause or allow jeopardy to the fiscal integrity or public image of the Church.

Accordingly, the Executive Team shall not:

1. Change the individual Executive Team members' compensation, benefits, or allocated professional expenses as established by the Board.
2. Promise or imply guaranteed employment.
3. Establish current compensation and benefits which:
 - a. Exceed the Church's ability to pay given current budget constraints.
 - b. Create obligations over a term longer than revenues can be safely projected. In any event compensation and benefits are always subject to adjustment based on budget shortfall.
4. Establish deferred or long-term compensation and benefits which:
 - a. Cause unfunded liabilities to occur or in any way commit the Church to benefits that incur unpredictable future costs.
 - b. Treat Executive Team members more preferentially than other comparable key employees.
5. Fail to consider in their budget the guidelines of the UUA and the prevailing wages for similar skills, longevity, experience, and expertise in the local nonprofit market.

F. BUDGETING: Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Bylaws of the Church (Article V, Section 1) or the Ends Policies, or risk financial jeopardy. The Board reaffirms the Congregation's ultimate authority to approve the annual budget of the Church, as recommended to them by the Board, in procedures described in the Bylaws.

Accordingly, the Executive Team shall not fail to:

1. Provide to the Board a balanced budget proposal by a date specified by the Board, in order to facilitate the Board's preparation of a budget for consideration by the Congregation.
2. Use funds from the investments (savings accounts) in ways that are in compliance with the gift acceptance policy in developing a draft balanced budget proposal.

G. FINANCIAL ACTIVITIES: The Executive Team shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures stated in the approved annual budget.

According to the Executive Team shall not fail to:

1. Expend earmarked funds as specified in the gift acceptance policy.
2. Expend funds as directed by the expenditure categories in the budget, except in cases where transfers between categories are authorized by the membership as specified in the Bylaws (Article XII) or the Board.
3. Limit indebtedness to an amount that can be repaid by otherwise unencumbered existing revenues within three months.
4. Limit loans between funds to those that can be repaid within three months.
5. Ensure that cash flow provides for the amount needed to meet payroll and debts in a timely manner.
6. Inform the Board in writing concerning actual revenues and expenditures and appropriate comparisons and projections, at the monthly Board Meetings or at other times specified for monitoring or as requested by the Board of Trustees.
7. Prevent any material purchases that are not provided for in either the capital expenditure or operational projections, or are in conflict with the restrictions on the execution of contracts (see Section II-J).
8. Receive, process and disburse funds under controls sufficient to meet generally accepted standards. These standards shall include, at minimum:
 - a. Requiring two signatures on all checks.
 - b. Authorizing limited access to operating and investments accounts.
 - c. Requiring reconciliation of the operating accounts monthly.
 - d. Monitoring and providing regular reports regarding the Church's investments.

H. AWARDING GRANTS: The Executive Team is not authorized to award grants. Grant activity must be directed through the Board of Trustees.

I. APPLYING FOR GRANTS FROM OUTSIDE SOURCES: The Executive Team or their designee shall not apply for a grant on behalf of the Church unless it serves the mission and Ends Policies of the Church and it avoids any unacceptable practices. In making any application for outside funding, the Executive Team shall inform the Board

of Trustees of their intentions. The Executive Team must oversee the grant application and award process. The Executive Team must consider budgetary, staff, and facility impacts of the grant application and maintain the funding relationship in good standing with the awarder of the Funds.

J. EXECUTION OF CONTRACTS: The Executive Team and their express designees shall not execute a contract on behalf of the church unless it serves the mission and Ends Policies of the Church and avoids any unacceptable practices.

Accordingly the Executive Team shall not fail to:

1. Obtain and consider three bids or offers, unless under the circumstances they believe it would be manifestly unreasonable to obtain and consider multiple bids or offers.
2. Seek legal advice, when necessary, to interpret and assess contractual terms.
3. Submit contracts to the Board for approval and signature when a contract deals with commitments for significant changes to property or use of property. This does not supersede Congregation's role in approval of property changes.

K. ACCEPTANCE OF GIFTS: The Executive Team shall not fail to comply with the gift acceptance policy.

L. ASSET MANAGEMENT: The Executive Team shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Executive Team shall not fail to:

1. Insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
2. Insure against corporate liability and personal liability of board members and staff, taking into account pertinent statutory provisions for indemnification and exemptions applicable to Illinois non-profit organizations.
3. Insure that volunteer personnel who have access to funds have prior training and adhere to established fiscal controls.
4. Insure that the plant and equipment are sufficiently maintained and not subjected to improper wear and tear.
5. Protect the organization, its board, or staff from claims of liability and protect the Church's nonprofit status.
6. Create and follow a procurement policy that addresses conflicts of interest, competitive bidding, budget constraints and balance of cost and quality.
7. Receive, process or disburse funds under controls sufficient to meet the board appointed auditor's standards or other government standards.
8. Invest operating capital in secure instruments, including insured checking accounts and bonds or CD's of A rating or higher, or alternatively in any financial vehicle after receiving approval of the Board.

9. Protect intellectual property, information and files from significant damage. Called ministers of the Church are the sole owners of their intellectual property.
10. Protect the Church's public image or credibility.
11. Sale, purchase, transfer or construction of real property on behalf of the Church will require a two-thirds majority of the qualified voting members present at a meeting duly called for that purpose.

III. GOVERNANCE PROCESS:

The purpose of the Board of Trustees is to act on behalf of the Church's membership to (1) achieve the goals of its mission statement with appropriate use of its resources, and (2) avoid unacceptable actions and situations as defined in the Bylaws and these Policies.

A. GOVERNING STYLE: The Board shall govern with an emphasis on (1) vision rather than internal preoccupation; (2) encouragement of diversity of viewpoints; (3) strategic leadership more than administrative or programmatic detail, (4) clear distinction of Board and Executive Team roles; 5) collective rather than individual decisions; 6) focus on the future while learning from the past and present; and (7) pro-activity rather than re-activity.

Accordingly, the Board shall:

1. Focus chiefly on Ends, not on administrative or programmatic Means for attaining those Ends.
2. Direct, guide, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be utilized or avoided.
3. Enforce upon itself whatever discipline is needed to govern with excellence (see Board Covenant). Discipline shall apply to policymaking principles, respect for defined roles, attendance, preparation and ensuring continuance of governance capability. After subjects have been discussed and voted upon, both majority and minority shall support the action taken and speak with one voice.
4. Monitor and discuss the Board's process and performance regularly. Continual Board development shall include orientation of new board members in the Board's governance process and periodic Board discussion of process improvement.
5. Hold regularly scheduled open meetings but reserves the right to go into closed session to discuss matters as the Board deems necessary.

B. BOARD JOB DESCRIPTION: The job of the Board is to represent and lead the Membership in determining and requiring appropriate organizational performance. These responsibilities are subject to provisions in the Bylaws, defining the respective responsibilities of the Board, the Congregation and the Minister(s). (*Article IV, VI, VII, VIII, IX*)

Accordingly, the Board shall:

1. Provide a link, through continuing dialog, between the Executive Team and the congregation.

2. Produce written governing policies that, at the broadest level, address each category of organizational decision:
 - a. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (What good for which recipients, at what costs)
 - b. Executive Team Limitations: Constraints on executive authority that establish the prudent and ethical boundaries within which all executive activities and decisions must take place.
 - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own tasks.
 - d. Board-Executive Team Linkage: How power is delegated and its proper use monitored.
3. Assure that the Executive Team performance is consistent with policies.
4. Recommend an annual budget to the Congregation and monitor fiscal health. In addition, the Board shall establish a date by which the Executive Team must submit a proposed balanced budget to the Board.
5. Review the goals of the strategic plan at least annually to assure that the plan continues to meet the vision of the congregation; and shall redo or update the plan as needed.

C. PLANNING PROCESS: To accomplish its job with a governance style consistent with Policies, the Board shall devise an Annual Plan designed to set forth major goals for the up-coming fiscal year and linked to the Strategic Plan when appropriate.

C. PLANNING PROCESS: To accomplish its job with a governance style consistent with Policies, the Board shall devise an Annual Work Plan designed to set forth major goals for its activities in the up-coming fiscal year and linked to the Strategic Plan when appropriate.

Accordingly, the Board shall:

1. Devise an Annual Work Plan each year in sufficient time so that administrative planning (and budgeting) can be accomplished.
2. Consult with the Executive Team and, as necessary, others when devising the Annual Work Plan.
3. Consider means for improving the Board performance through Board education, and re-exploration as appropriate of Board Ends Policies.
4. Review Board Governance policies in light of operational issues considered at the Board's regular meetings.
5. Consider the Annual Work Plan as a regular part of the meetings held throughout the year.

D. PRESIDENT'S ROLE: The President (1) assures the integrity of the Board's process, (2) typically represents the Board to Members and outside parties, (3) presides at meetings of the Board and of the congregation membership, and (4) fulfills other such duties and responsibilities as may be assigned by the Board and the Church.

Accordingly, the President:

1. Shall ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Church.

- a. Meeting discussion content shall only be those issues that, according to Policy, clearly belong to the Board to decide, not the Executive Team.
 - b. Deliberations shall be timely, fair, orderly and thorough, but also efficient, limited to time, and kept to the point.
 - c. Robert's Rules of Order shall be observed except when the Board has superseded them.
2. Is empowered to chair Board meetings with all commonly accepted power of that position (e.g. ruling, recognizing).
3. Represents the Board when needed with interpretation of policies on Governance Process and on Board-Executive Team Relationship.
- a. The President's authority does not extend to making decisions regarding the implementation of Ends and Executive Team Limitations policy areas. (See Section IV, D.3)
 - b. The President's authority does not extend to supervising or otherwise directing the Executive Team.

E. BOARD MEMBERS' CODE OF CONDUCT: The Board commits itself and its members to ethical and businesslike conduct, including proper use of authority and appropriate decorum when acting as Board members as stated in the Board Covenant. This includes respecting each other's time, upholding the principles of the church, making decisions in the best interest of the congregation, reaching decisions by majority vote if consensus is not possible, keeping meetings sacred, treating each other respectfully and communicating effectively, upholding confidentiality, and following up on commitments.

Accordingly, the Board members must

- 1. Represent unconflicted loyalty to the interests of the Congregation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any member acting as an individual congregant.
- 2. Avoid any conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board Member and the Church.
 - b. Board members must not use their positions to obtain employment within the church for themselves, family members, domestic partners or business associates.
 - c. Should a Board Member, their family members, domestic partners or business associates be considered for employment by the church, the Board Member must temporarily withdraw from Board deliberations, voting, and access to applicable Board information.
 - d. Should a Board Member, their family members, domestic partners or business associates be employed by the church or act as a paid consultant, the Board Member must resign from Board service.

F. BOARD COMMITTEE PRINCIPLES: The Board may establish committees to help carry out its responsibilities. To preserve the Board functioning as a whole, committees of the Board shall be used sparingly. This policy applies only to committees that are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the Executive Team.

Accordingly, Board committees:

1. May not speak for, or act for, the Board except when formally given such authority for specific and time-limited purposes. Such authority shall be carefully stated in order not to conflict with authority delegated to the Executive Team.
2. Are to help the Board do its job, not to help the staff do its job. Committees shall assist the Board chiefly by preparing policy alternative and implications for Board deliberation. Board committees are not to be created by the Board to advise staff.

G. BOARD APPOINTED DELEGATES: Delegates to the Unitarian Universalist Association General Assembly and the Unitarian Universalist Association Central Midwest District Annual Meetings shall be appointed by the Board to terms of one year each. Delegates are eligible for re-appointment.

H. BOARD AND EXECUTIVE TEAM COMPLAINT AND INQUIRY PROCESS: Complaints and inquiries shall be handled in accordance with the church's mission and the Board Covenant which encourages direct and open communications. Such matters brought to the Board's attention shall be considered for on-going revisions to these policies. The chart on the following page describes the church's process for reviewing and resolving complaints and inquiries.

IV. BOARD – EXECUTIVE LINKAGE

The Board shall hold the Executive Team accountable for the operational organization, its achievements and conduct. The Executive Team members report to the Board for their areas of responsibility and as a team for collaboration toward overall achievement of UUCE's mission, Ends Policies and strategic plan.

A. THE EXECUTIVE TEAM:

The Executive Team shall be defined by the Board, and initially consists of the Minister, the Director of Religious Education, Church Administrator, the Finance Coordinator, the Groups and Activities Coordinator and the Social Action Coordinator. Executive Team members may not be household members of the Minister, nor may more than one person from a household fill any of the Executive Team positions concurrently. In the event that a member of the Executive Team is unable to serve due to an emergency, the Executive Team shall continue operating without that member until the Board has designated a temporary replacement. The areas of operational performance responsibility and accountability for Executive Team members are as follows:

1. Minister - supports committees and teams responsible for activities associated with ministry, pastoral care and worship. Currently includes Committee on the Ministry, Care Team, and Worship Committee. The Minister is hired by and responsible to the church membership for all pastoral duties and has complete freedom of the pulpit (see Church By-Laws, Article IX). The Board shall facilitate an annual evaluation of the minister utilizing feedback from the Congregation.
2. Director of Religious Education - supports the work of Religious Education Council and all other committees, councils and teams responsible for religious education activities for children, youth, and adults. The DRE is hired by the Board of Trustees and is supervised by the Minister, including an annual evaluation.
3. Church Administrator - supports committees and teams who perform administrative tasks, except for activities associated with finance. Currently includes the following teams: Building, Aesthetics, Landscape and Grounds, Membership, and Hospitality. The Church Administrator is hired by the Board of Trustees and is supervised by the Minister, including an annual evaluation.
4. Finance Coordinator - coordinates Church's day to day financial activities and processes, and supports finance related committees. The Finance Coordinator is appointed by the Board for a term of three years and is supervised by the Minister, including an annual evaluation.
5. Groups and Activities Coordinator - coordinates small group and social activities whose primary focus is fostering interpersonal relationships within the Church community. The Groups and Activities Coordinator is appointed by the Board for a term of three years and is supervised by the Minister, including an annual evaluation.
6. Social Action Coordinator - coordinates activities whose primary focus is community outreach, service and activism. The Social Action coordinator is appointed by the Board for a term of three years and is supervised by the Minister, including an annual evaluation.
7. Shared Ministry Facilitator – coordinates and oversees the process through which members and friends become involved in the shared ministry of the Church. The Shared Ministry Facilitator is appointed by the Board for a term of three years and is supervised by the Minister, including an annual evaluation.

B. UNITY OF CONTROL: Only decisions of the Board acting as a body are binding on the Executive Team.

1. Decision or instruction of individual Board members, officers, committees or congregation members are not binding on the Executive Team except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Team is expected to decline such requests that require, in the Executive Team's opinion, a significant amount of staff time or funds or that are disruptive.

C. ACCOUNTABILITY OF THE EXECUTIVE TEAM: The Executive team is the Board's only link to operational achievement and conduct. Accordingly, all authority and accountability of volunteer and paid staff (including non-employee consultants) is considered by the Board to be the authority and accountability of the Executive Team.

1. The Board shall never give instructions to persons who report directly or indirectly to the Executive Team.
2. The Board shall refrain from evaluating, either formally or informally, any volunteers and paid staff.
3. The Board shall view Executive Team performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends Policies and avoidance of Executive Team Limitations shall be viewed as successful executive performance.
4. Failure to achieve successful executive performance may result in disciplinary action.
5. The Executive Team shall implement the current strategic plan, report progress on the plan, and make *recommendations on modifications to strategic plan operational components*.

D. DELEGATION TO THE EXECUTIVE TEAM:

The Board's job is to create top-level policies, leaving implementation and operational policy development to the Executive Team. Accordingly, the Board shall instruct the Executive Team through written policies that prescribe the organizational Ends Policies to be achieved and proscribe means to be avoided, allowing the Executive Team to use any reasonable interpretation of these policies.

1. The Board shall develop policies instructing the Executive Team to achieve certain results, for certain recipients, within a specified budget. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Ends Policies.
2. The Board shall develop policies that limit the latitude the Executive Team may exercise in choosing the organizational Means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Executive Team Limitations Policies.
3. As long as the Executive Team uses any reasonable interpretation of the Board's Ends Policies and Executive Team Limitations policies, the Executive Team is authorized to establish all operational policies, make all decisions, take all actions, establish all practices, and develop all activities. Should the Executive Team deem it necessary to violate Policy, it shall inform in advance the Board President or another Board member if the President is not

available. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. Response from the Board President or individual Board members, either approving or disapproving, does not exempt the Executive Team from subsequent Board judgment of the action, nor does it impede any Executive Team decision.

4. Nothing in this policy, however, requires the Executive Team to report Policy violations that arise in the course of the Church's minister(s) performing their pastoral duties.

5. The Board may change the Ends Policies and Executive Team Limitations policies, thereby shifting the boundary between Board and Executive Team domains. By doing so, the Board changes the latitude of choice given to the Executive Team. But as long as any particular limitation is in place, the Board shall respect and support the Executive Team's choices.

E. MONITORING EXECUTIVE TEAM PERFORMANCE:

Monitoring of Executive Team performance is synonymous with monitoring organization performance, in light of the expected job outputs, against board policies on Ends Policies and Executive Team limitations. Monitoring shall be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than review the past.

1. The purpose of monitoring is to determine the degree to which board policies are being met. Information that does not do this shall not be considered monitoring.

2. A given policy shall be monitored in one or more of three ways

a. Internal Report – the Executive Team (or a representative of the team) discloses compliance information to the Board.

b. External Report – An external, disinterested third party is selected by the Board and assesses compliance of executive performance with Board policies. The third party reports directly to the Board and assesses performance only against the requirements and limitations of the policies of the Board, not the external party, unless the Board has previously indicated that party's opinion to be the standard (example: external audit of finances).

c. Direct Board Inspection – A designated Board member (or designated members) or the Board as a whole assesses compliance through inspection of documents, activities or circumstances as directed by the Board.

3. All policies that instruct the Executive Team shall be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy, at any time, by any method, but shall ordinarily depend upon a routine schedule.

4. In every case, the standard for compliance shall be any reasonable Executive Team interpretation of the Policy being monitored.

MONITORING SCHEDULE

| <i>Policy</i> | <i>Type of Monitoring</i> | <i>Frequency</i> |
|---|----------------------------------|-------------------------|
| Executive Teamwork | Internal report | Annual |
| Treatment of Congregation | Internal report | Annual |
| Treatment of Staff –paid and volunteer (includes compensation and contracts) | Internal report | Annual |
| Program Review | Internal report | Annual |
| Board performance | Direct inspection | Monthly Annual |
| Financial Planning and Budgeting | Internal report | Annual |
| Financial Activities and Conditions | Internal report | Annual |
| Contracts | Internal report | Annual |

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