



Order *of the*
Golden Rule

VOLUNTEER LEADERS MANUAL

International Order of the Golden Rule

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Welcome to OGR Volunteer Leadership!

Congratulations! Your appointment to a volunteer leadership role means your peers see you as a leader, not only in OGR, but also in the funeral profession. Your job as a volunteer leader will involve working cooperatively with other members as well as OGR's Board of Directors and staff.

The membership of OGR looks to you to represent their ideas and to make a meaningful contribution. The success of our association will largely depend upon your leadership ability as a volunteer leader. Some of the following recommendations may be helpful to you:

1. **Become familiar with OGR's Bylaws, Organizational Policies and Standards of Conduct:** Knowing leadership and membership requirements will help you be an effective leader.
2. **Identify member needs:** As a team, the Board, committees, task forces, other leadership and staff work together to identify what members need, and you, as a volunteer leader, share part of that responsibility. You are a conduit by which membership needs can be conveyed. Be prepared to satisfy those needs by intelligently presenting them at the appropriate time and place (Committee and Task Force conference calls, Annual Business Meeting, special meetings) with recommendations and suggestions for a proper course of action.
3. **Keep official information confidential:** What is discussed within an OGR meeting or conference call stays in the meeting until the Chair or OGR President determines the information is okay to make public. The reason is that rumors or false expectations can form if partial discussions are released without context. These could throw membership into confusion. This is one reason leaders of associations should be very discreet in what they say and do.
4. **Keep criticism positive and professional:** Criticism is a thoroughly democratic custom and, if constructive, is a positive responsibility of your position. However, it is only appropriate if you are completely informed on the subject and know how and when to present it. To be effective, criticism should not be personal and should be accompanied by suggestions for positive solutions and remedy.
5. **Avoid entering into cliques and factional politics:** Should they develop, unofficial groups among volunteer leaders are detrimental to the association and interfere with your responsibility to all members. Remain independent and make up your own mind.
6. **Consider the good of all OGR members:** You are responsible for representing the interests of and advocating for the welfare of the entire organization and not just merely a small segment. The statements of a volunteer leader are measured by his or her ability to judge and plan on the basis of overall considerations.

7. **Do your homework before meetings.** A volunteer leader can be effective only if he or she is informed. It is imperative that you study the issues and details relevant to the subjects about which you must make a decision.

Working with the Chair

The position your Committee or Task Force Chair holds is one of great responsibility. It is his or her duty to serve as spokesperson for the Association, both to its members and to the profession. You can assist him or her by offering accurate information and keeping him or her informed of current member needs. The following are a few suggestions:

1. **Study all meeting agendas prior to meetings:** An agenda will be issued about a week prior to each meeting or conference call. If there is any item you do not completely understand, contact the Chair, Executive Director and CEO or Staff Liaison and ask to be briefed.
2. **Review all meeting minutes.** OGR meeting minutes will summarize the main points of all Committee and Task Force decisions, motions and action points. Check meeting minutes for errors and alert the Chair, Executive Director and CEO or Staff Liaison if your recollection is different from the minutes. OGR captures only the outcomes, not discussions that lead up to group consensus. Nor is it appropriate to attach individuals' names with discussion points.
3. **Stay on course.** During the meeting, help keep business of the agenda on course. Offering subjects and discussions not scheduled impedes the meeting.
4. **Be concise:** Meeting agendas always include a full slate of important topics. Keep your responses short, relevant and to the point.
5. **Speak clearly to the entire group.** When you speak, do so clearly in a voice everyone can hear. Remarks offered against a side conversation may impede the relevant decisions needed to act on the agenda. The presiding officer will ensure that a desirable atmosphere exists.
6. **Present contrasting points of view:** Differing viewpoints create healthy, lively and creative discussions that lead to dynamic and effective decisions. Ask others to summarize their perspectives, permitting a more thorough examination of ideas that could be highly constructive when understood.
7. **Thoroughly consider motions:** Hurriedly passed motions rarely receive the consideration they deserve. If you are not convinced that a motion has been fully thought out and articulated, suggest holding the motion until the next meeting when it will receive more consideration.

Your contribution as a volunteer leader of the International Order of the Golden Rule will be limited if you "just listen." You were selected because you are a leader with sound judgment and your participation is expected and valued.



Strategic Plan

2014-2016

MISSION

To make independent funeral homes exceptional.

VISION

To be the first contact and the primary source used by our members for information, assistance and cost savings.

VALUES

Teamwork
Empowerment
Innovation
Integrity
Mutual Respect
Professionalism

STRATEGIC OBJECTIVE 1

OGR will deliver progressive and practical information to help Golden Rule funeral homes achieve service and financial goals.

Strategies

- Deliver high quality information through printed and electronic communications.
- Increase opportunities for members to exchange information with one another.
- Enhance members' face-to-face experiences.

STRATEGIC OBJECTIVE 2

OGR's leadership will identify and respond to critical issues facing members and the funeral profession.

Strategies

- Cultivate effective and responsive leaders and volunteers.
- Expand Regional Chairs' roles.
- Involve young professionals in leadership positions.
- Task the Long-Range Planning Committee to identify funeral service issues and trends.

STRATEGIC OBJECTIVE 3

OGR will connect members to key resource providers that will help them succeed.

Strategies

- Highlight Business Members and Endorsed Suppliers that offer substantial discounts or offers.
- Encourage exhibitors to provide progressive options at the Supplier Showcase.
- Introduce new options for connecting suppliers with members.
- Introduce exclusive OGR options to help members address key business challenges.

STRATEGIC OBJECTIVE 4

OGR will support its mission through fiscal responsibility and organizational efficiency.

Strategies

- Keep the Board of Directors and Finance Committee informed of OGR's financial status.
- Increase dues revenue.
- Increase non-dues revenue.

STRATEGIC OBJECTIVE 5

OGR will increase membership and member participation in OGR.

Strategies

- Increase OGR's visibility among non-member funeral professionals.
- Increase Golden Rule funeral homes' visibility and stature in their communities.
- Position OGR as providing substantial resources.
- Recognize and reward members for OGR participation.
- Focus resources on engaging young professionals.

Current Board Initiatives

Decisions made by Committees and Task Forces must align with the current direction set for OGR by its Board of Directors. The following initiatives are currently being reviewed by the Board. Volunteer leadership should be aware of these initiatives before recommending actions to the Board.

Strategic Planning Task Force

- OGR hired Graystone Associates to conduct an assessment of leadership and staff's perceptions of OGR's strengths, weaknesses, opportunities and threats based on interviews with Board members and staff.
- The Board of Directors enlisted the help of several key OGR members to serve on a Strategic Planning Task Force using Graystone's findings for guidance.
- The task force's objective is to determine a direction for OGR that will achieve its mission to "Make independent funeral homes excellent" and provide value by fulfilling its vision "To be the first contact and the primary source used by our members for information, assistance and cost savings."
- The Task Force will present specific recommendations to the Board of Directors at its Oct. 16 meeting in Indianapolis, Indiana.

Products and Services

- Golden Services Group is forecast to lose approximately \$35,559 in 2015. In response to this and declining supply partner endorsement fees and product sales, the Board of Directors is considering ways to restructure how OGR offers products and services to members. The Board investigated hiring experts to manage a buying group program. It concluded that an insufficient number of OGR members are likely to purchase products and services through a buying group to support the costs of the program.
- Instead, the BOD believes OGR should develop more internally-generated services and knowledge-based programs. The Strategic Planning Task Force will develop recommendations.

Order of the Golden Rule Foundation (OGR Foundation)

- OGR's Board of Directors established Bylaws and Articles of Incorporation to form a corporation for charitable purposes. OGR is in the process of gaining approval for 501(c)3 status so contributions will be tax deductible. The Awards of Excellence Scholarship Program, Mentoring Program and charitable activities are included in the Foundation.
- The OGR Foundation's Board of Directors will discuss future opportunities made possible by this non-profit entity.

Membership Structure and Dues

- The Board requested that the Membership Committee review OGR's dues structure with the possibility of reducing dues for a majority of members.
- The Strategic Planning Task Force will provide direction regarding OGR's membership structure.

Golden Rule Aftercare Program

- OGR has partnered with Foresight Companies to develop an OGR-exclusive aftercare program.
- After conducting member research, Foresight determined that multiple program options are necessary to appeal to each member's needs and ability to perform aftercare activities.
- A program is expected to be launched in late 2015.

Committee and Task Force Chair Job Description

The role of the Chair is a pivotal one for guiding the committee or task force's work. The Chair should take on the following responsibilities:

- Commit to serving as committee chair for one year or until the completion of an ad hoc project. The incoming President may renew appointments or make new ones.
- Seek outcomes for the greater good of OGR and its members rather than outcomes that benefit a specific business or organization.
- Review OGR and GSG budgets and be mindful of financial resources available for projects.
- Contact OGR's Executive Director/CEO or staff liaison to establish a general plan for the year or project; *staff will work closely with chairs to implement most tasks.*
- Determine dates for committee or task force meetings.
- Submit agenda items to the committee or task force's staff liaison and approve the meeting agenda.
- Lead meetings according to the set agenda following parliamentary rules of order (*see Guidelines for Parliamentary Rules of Order*).
- Intervene if discussions threaten to violate antitrust regulations (see Antitrust Policy);
- Regularly inquire if agenda items, tasks or assignments present conflicts of interest (*see Conflicts of Interest Policy*).
- Review and approve meeting minutes and reports.
- Assign tasks to committee or task force members.
- Monitor the group's progress. Keep the OGR President, Board liaison and the Executive Director/CEO informed about the committee or task force's progress.
- Communicate with Board liaisons and staff members assigned to the committee or task force;
- Resolve any conflicts that arise among members of the group.
- Contact committee or task force members who are not participating or completing assignments.
- Arrange for the committee or task force to evaluate its work at the end of each program year — or at the completion of its task — to determine whether it accomplished its goals, and what worked and what didn't work.
- Attend the Annual Conference & Supplier Showcase, Fall Forum and other OGR events whenever possible.

In addition, the following activities will contribute to effective outcomes on both a short- and long-term basis:

- At the beginning of each committee or panel year or at the creation of a task force, the Chair should facilitate a planning session, tying the group's goals for the coming fiscal year to OGR's Strategic Plan and one or more of the core objectives.
- Chairs should document processes and projects to facilitate transfer of knowledge and information from year to year.
- At the end of each committee or panel year or completion of a task force project, the Chair should evaluate progress made toward the stated goals and encourage individual committee or task force members to evaluate his or her participation.

Responsibilities of Committee and Task Force Members

Each Committee or Task Force member should:

- **Committees:** commit to one year to achieving OGR's mission and the strategic objectives established by the Board of Directors; **Task Forces:** commit to participate until the project is completed.
- Become familiar with OGR's Strategic Plan.
- Seek outcomes for the greater good of OGR and its members rather than outcomes that benefit a specific business or organization.
- Inform the committee or task force chair of any potential conflicts of interest with agenda items or assignments (*see OGR's Conflicts of Interest Policy*).
- Actively participate in planning and implementing short- and long-range goals.
- Devote the time and effort required to accomplish the committee or task force's objectives.
- Attend all committee or task force meetings and participate in all conference calls unless excused by the chair.
- Fulfill assignments on a timely basis.
- Avoid engaging in discussions or actions that violate anti-trust regulations (*see OGR's Anti-Trust Policy*).

Purposes of Standing Committees

All standing Committees, Task Forces and Regional Chairs are responsible for ensuring that the Association achieves the objectives stated in the OGR's Strategic Plan.

EXECUTIVE COMMITTEE

The Executive Committee shall work with assigned staff liaison to:

- Be responsible for any functions not covered by the other committees or task forces.
- Handle all grievances brought to the Board of Directors.
- Make themselves available to all committees.
- Meet by telephone as needed to discuss both OGR and Golden Services Group business.
- Report to the Board of Directors on an "as-needed" basis.

The Executive Committee may act for the Board of Directors between Board Meetings on all matters, except those specifically reserved to the Board by these Bylaws, pursuant to delegation of authority to such Committee by the Board of Directors. Actions of the Executive Committee shall be the actions of the Board until, or unless, the Board reverses or changes the Executive Committee's actions. (Bylaws Article VII, Section 7.2) The Executive Committee shall be composed of the President, President-Elect, Secretary-Treasurer, and the Immediate Past President. (Bylaws Article VII, Section 7.1)

FINANCE COMMITTEE

The Finance Committee will work with assigned staff liaison to:

- Review financial statements on a periodic basis to ensure the financial viability of OGR and Golden Services Group.
- Review the annual budget prior to presentation to the Board.

- Review and approve the selection of the external auditors.
- Review and approve the results of the annual financial audit.

LONG-RANGE PLANNING COMMITTEE

The Long-Range Planning Committee will work with assigned staff liaison to:

- Investigate future opportunities and make recommendations to the Board.
- Develop and monitor all long-range initiatives.
- Initiate the practice of an ongoing three-year plan.
- Ensure that OGR's Strategic Plan is on course.
- Recommend policy or activity changes to the Board of Directors.
- Hold committee meetings throughout the year.

MEMBERSHIP COMMITTEE

The Membership Committee will work with assigned staff liaison to:

- Develop and monitor a consistent membership retention program.
- Maintain a consistent membership recruitment program.
- Annually review dues prior to Annual Board meeting.
- Create and monitor positive membership reception at all meetings.
- Monitor members' concerns and suggestions.
- Survey the membership on a regular basis.
- Develop and monitor a means of training, communication, and assignment of duties and direction for each Regional Chairperson.
- Review and monitor the Family Contact program.
- Hold a committee meeting prior to each Board of Directors meeting.

NOMINATING COMMITTEE

The Nominating Committee will work with assigned staff liaison to:

- Identify OGR members who possess skills needed by the Board, Committees, task forces and Regional Chairs.
- Recommend methods to develop leaders' performances on the Board, Committees, task forces and Regional Chairs.
- Select 3-5 candidates to be considered for Board election.
- Report the completed selection of candidates by the fall Board of Directors meeting.
- Assist with new Board members orientation prior to the Annual Conference.

The Immediate Past President shall serve as chairman of the Nominating Committee. The Committee shall not be required to hold formal meetings, but may conduct its business by mail or electronic means and shall present nominations to the Executive Director/CEO on or before July 1. The Nominating Committee may not nominate any of its own members for any office. Any member of OGR may recommend candidates for consideration by the Nominating Committee.

Nominations, other than those submitted by the Nominating Committee, may be made on petition of three to five members in good standing of OGR. Such petitions must be received by the Executive Director/CEO in the office of OGR not later than July 1 to qualify the names of nominees by petition to be placed on the ballot. Any individual's request to have his or her name removed from the ballot shall be honored. If, for lack of a candidate, a position is not filled, a vacancy shall be deemed to be created by resignation, and shall be filled in accordance with Article VI, Section 6.1.5. (Bylaws Article VIII, Section 8.2)

The Nominating Committee of OGR shall be composed of the Immediate Past President, the Executive Director/CEO and two members in good standing chosen by the President. (Bylaws Article VIII, Section 8.1)

MENTORING PROGRAM TASK FORCE

The Mentoring Program Task Force will work with assigned staff liaison to:

- Review applications to become Mentors and match Mentors with Peers.
- Review and update Mentoring Program procedures, requirements and materials.

PRODUCTS & SERVICES COMMITTEE

The Products & Services Committee will work with assigned staff liaison to:

- Suggest to the Board of Directors appropriate products and services for consideration through the Golden Services Group.
- Promote Preferred Supplier participation at the Annual Conference & Supplier Showcase.
- Review sales of products and services to OGR members.

Purposes of Task Forces

Task forces are created to study and report back to the board their recommendations relative to a temporary, short-term issue. These groups disband when they have fulfilled their charges. Task Force Chairs are well suited for involving members who do not have the time or interest necessary for membership on the board of directors, but nonetheless are willing to invest their time on a temporary basis. These groups are flexible and may include any of the following structures:

- **Temporary** – these are one-time jobs which require as little as an hour, up to a day or even a few hours over a couple days. Examples in associations include: setting up meeting rooms, providing input to leadership, reviewing applications or awards, testifying to legislative bodies or serving as an event greeter.
- **Occasional** – these are jobs which require limited time over regular intervals. Examples in associations include: writing a series of articles, mentoring other members, or organizing a fundraising event.
- **Interim** – these are jobs which require a regular commitment over a project period generally less than six to nine months. An example in associations includes working on a task force to review a situation and recommend a response within six months.

The following Task Forces are planned in 2015-2016. Others may be formed as needed.

EXEMPLARY SERVICE AWARDS TASK FORCE

The Exemplary Service Awards Task Force is composed of all Regional Chairpersons who will work with an assigned staff liaison to:

- Review completed Family Contact response forms;
- Select three responses that most merit recognition as examples of exceptional customer service.

GOLDEN LIGHT AWARD TASK FORCE

The Golden Light Award Task Force is composed of OGR's President, Executive Director/CEO and at least three previous Golden Light Award recipients. The group is assigned to:

- Review nominations submitted by OGR members;
- Determine if other people merit nomination;
- Recommend a recipient to OGR's Board of Directors.

MENTORING PROGRAM PARTICIPANTS

The Mentoring Program participants are responsible for communicating their knowledge and experiences with a specified area of funeral service or business with less experienced program participants (Peers) for the time period agreed upon between each Mentor and Peer.

STRATEGIC PLANNING TASK FORCE

OGR's Board of Directors appointed a group of members to determine critical strategies needed to serve Golden Rule funeral homes in ways that bring value no other organization is providing. The Task Force is scheduled to present its suggestions for a new OGR Strategic Plan in October 2015.

YOUNG PROFESSIONALS TASK FORCE

Young professionals are the future of funeral service and OGR. The Board of Directors tasked young professionals with identifying their unique challenges and recommend ways to assist with them. It is also responsible for determining optimal communication, learning, networking and career development methods.

2015 OGR Learning Events

Annual Conference & Supplier Showcase

April 22-25, 2015

Regional Workshops

March 19—"Certified Crematory Operator Program"—Lawrenceville, Ga. (co-presented by NFDA)

June 16—"Blow the Roof Off Your Aftercare Program: Solutions for Making It Pay Off"—Staten Island, N.Y.

Aug. 7—"Fresh Approaches to Funeral & Memorial Services"—Pittsburgh, Penn.

Sept. 1—"Blow the Roof Off Your Aftercare Program: Solutions for Making It Pay Off"—St. Louis, Mo.

Fall Forum

Oct. 16-17—Indianapolis, Ind.

Continuing Education Webinars (fee based; 1 CEU per program in states where approved)

Feb. 19—"Making Aftercare Work for You: Strategic Steps to a More Successful Program"

July 9—"Customization—Unlimited Choices for Families"

Sept. 24—"Beyond Facebook Advertising—All You Need to Know to Reach Your Families"

Discussion Webinars (free to members; no CEUs)

Post-Annual Conference Webinar: "An In-Depth Look at Restorative Art"

Post-Annual Conference Webinar: "Aftercare & Outreach in More Detail"

Post-Annual Conference Webinar: "Disruptive Competition Continued"

Study Group

March 1-3: Canada, Midwest and Northeast Regions—Mt. Morris, Mich.

Invitational

Nov. 8-12 (Pheasant Hunt in South Dakota)

Purposes of Regional Chairs

In 2011, the OGR Board voted to reorganize the Region and District leadership structure with the goal of eliminating redundancy and to build greater accountability for more localized services and communication among members. There are twelve Regions inclusive of Canada, which may be increased or modified when needed. These regions will be geographically identified as Northeast, Mid-Atlantic, Southwest, etc. In addition, there will be international coordinators. Each region will have a Board liaison who will regularly communicate with the region's coordinating leadership.

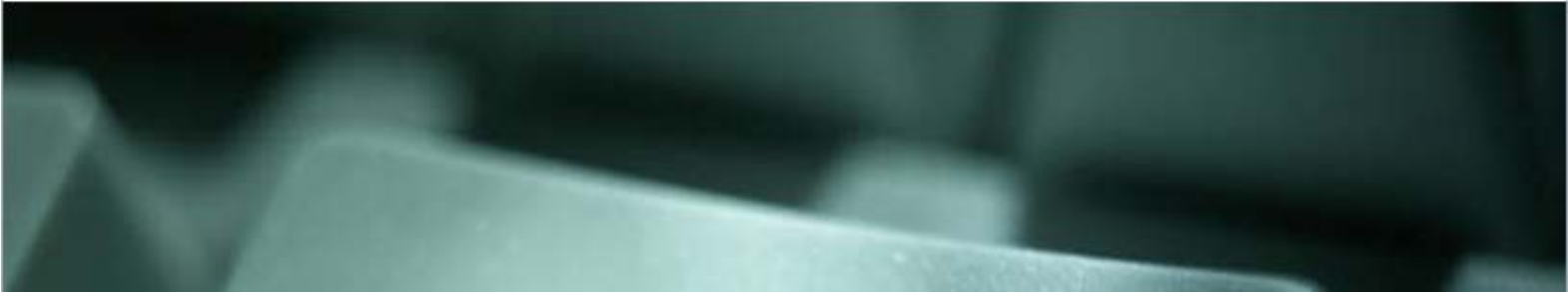
In an effort for greater member participation, it is ideal for each region to have a Coordinating Committee that shares in planning and implementing identified meetings, programs and communication opportunities within their region. Forming a Coordinating Committee is voluntary for the Co-Chairs in each region. Ideally, the Coordinating Committee will have two Co-Chairs who will serve one year terms but are eligible for reappointment for up to five years.

Role and Responsibility of Regional Chairs

- Facilitate a regular pattern of communication among OGR members within the Region;
- Establish periodic conference call meetings (at least once a quarter) with the Coordinating Committee to plan informal meetings or events for members within a given region or sub-location;*
- Promote attendance at the Annual Conference and Fall Forum;
- Vote for the Family Contact Program Exemplary Service Award winners;
- Provide leadership recommendations to the Nominating Committee and Board;
- Conduct, or secure a qualified member in the region, to conduct site visits of funeral operations where and when needed;
- Promote OGR membership throughout the region; solicit qualified candidates with the support and help of the coordinating committee and provide personalized follow-up to those prospects; establish annual goals for new membership in region;
- Support the work of the Membership Committee by direct follow up with any firms in the region that seek to terminate their membership;
- Identify next generation funeral directors/owners in the region for potential involvement;
- Lead by example through active participation in OGR's programs and conferences.

The work of Regional leadership is integral to the success of member retention and growth – it is the glue that binds the OGR family together in a more local way that is meaningful. Participation at the Regional level also allows the opportunity for those who would like to advance to the OGR Board to demonstrate their talents and commitment.

*Conference call meetings may also include other initiatives sought by the Region. To keep communication and the program of work going forward, the Board liaison, President and Executive Director/CEO or assigned staff will participate in these sessions. These planning sessions will be paid by OGR and staff will help in the scheduling for the calendar.



OGR Standards

OGR Standards for Excellence

Funeral Homes seeking the “Excellence in Demonstrating the Golden Rule” designation will demonstrate adherence to the following standards:

- 1.0 The funeral home meets or exceeds all federal, state, and local laws and regulations related to operating a funeral home, as evidenced by:
 - 1.1 The absence of any legal findings of non-compliance
 - 1.2 Evidence that MSDS of compliance with MSDS, OSHA, and state requirements
 - 1.3 Evidence that families are provided with price lists in accordance with FTC regulations
- 2.0 The funeral home demonstrates a commitment to professional certification and life-long learning, as evidenced by:
 - 2.1 Funeral directors possessing appropriate licensure
 - 2.2 Embalmers possessing appropriate licensure
 - 2.3 All staff obtain 18 hours of continuing education every three years, six of which are offered by OGR
- 3.0 Bodies and remains of the deceased are treated with the utmost care and respect.
- 4.0 The funeral home demonstrates adherence to the Golden Rule in dealing with and caring for families as evidence by
 - 4.1 Providing appropriate aftercare and grief support
 - 4.2 Providing families with an appropriate range of options
 - 4.3 Working with families to coordinate benefits
 - 4.4 Collecting feedback from family members via OGR’s family contact program and using data from the program to improve operations
- 5.0 Funeral home directors are active members of the community and build strong community relations as evidence by:
 - 5.1 Membership in local service organizations such as Rotary or Kiwanis
 - 5.2 Sponsorship of community events and activities
 - 5.3 Possessing a positive community image
 - 5.4 Offering community education and outreach programs
 - 5.5 Involvement in local community service activities
- 6.0 Funeral home facilities are clean, up-to-date, and keeping with the standards and culture of the local community, as evidenced by:
 - 6.1 Remodeling of the facilities within the last 10 years
 - 6.2 A well maintained and clean fleet
 - 6.3 Equipment that is clean and well maintained
 - 6.4 Demonstrated compliance with American with Disabilities Act (ADA) requirements for accessibility
- 7.0 The funeral home demonstrates a commitment to the highest standards of ethics and business practices as evidence by
 - 7.1 Clear pricing of products and services
 - 7.2 Lack of complaints filed with the Better Business Bureau
 - 7.3 Signing a pledge to adhere to OGR’s published ethical standards and guidelines
- 8.0 Funeral homes will demonstrate the basic use and show the capability of the advanced use of technology as evidenced by:
 - 8.1 Possession of basic equipment (FAX, computers, printers, etc.)
 - 8.2 An up-to-date and appealing Website
 - 8.3 Capability to offer video tributes
 - 8.4 Capability of web casting funeral services
- 9.0 The funeral home treats employees and staff in accordance with the Golden Rule, as demonstrated by:

- 9.1 A low staff turnover rate
- 9.2 Written employee policies
- 9.3 Opportunities for development
- 9.4 Lack of valid complaints of violating labor laws
- 10. Appropriate involvement in advocacy and political action, as evidence by:
 - 10.1 Involvement in local, state, or national issues pertaining to the funeral issues
 - 10.2 Contributions to state and federal funeral home political action committees (PACs)
 - 10.3 Involvement with the local chamber of commerce

The Gold Level Membership Review Task Force is responsible for evaluating all Gold Level membership applications and approving only the applicants that task force members are convinced have demonstrated full adherence with its measures.

“Service measured not by gold, but by the Golden Rule.”

Our Standards of Ethical Conduct are a pledge of members’ ethics and professionalism in their interactions with families. *Please read carefully and sign your agreement indicated below.*

We believe in the validity and the application of the Golden Rule and pledge our efforts to the pursuit of this standard in all our personal and professional relationships.

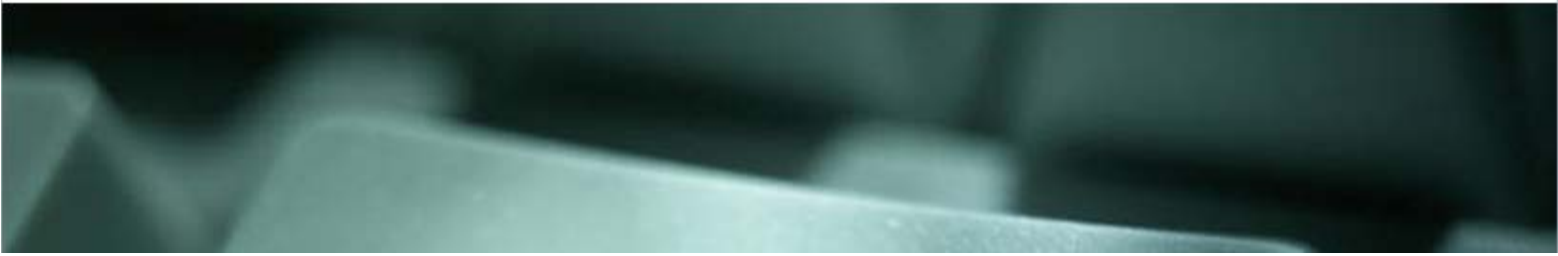
- 1 We pledge ourselves to attend to the preparations, care and disposition of deceased human bodies with compassion and understanding, having due regards and respect for the reverent care of the human body, to those bereaved, and the overall spiritual dignity of man.
- 2 We pledge ourselves to serve any deserving family in time of need, regardless of monetary consideration.
- 3 We will observe the laws governing the practice of funeral directing and abide by the codes of ethics of our professional associations, to the end that funeral service and this firm shall merit and receive the confidence of the public.
- 4 We will adhere to high standards of character, integrity and responsibility; we will make no false representations; we will be truthful in our dealings with the public and within the profession.
- 5 We pledge to respect all faiths, creeds and customs, and to be responsive to the needs of those we are called upon to serve.
- 6 We acknowledge our fiduciary relationship to the families that we serve and pledge to hold their confidences inviolate.
- 7 Our charges, which are commensurate with services rendered, are based on our known costs of operation and shall be set forth in such a manner that the public may know what is included in such charges.
- 8 At the time that funeral arrangements are made, we will furnish each family with a complete and clear explanation of the charges for the services provided and merchandise selected, together with an itemization of monies to be advanced as an accommodation to the family and the agreed-upon method for the payment of the account.
- 9 We will maintain and provide to the public complete facilities and equipment, including a highly competent and well-qualified staff.
- 10 We recognize the fact that funeral services is a practice affecting the public health, safety and welfare; funeral directors are called upon to serve their fellow man during one of the most trying periods human beings can experience. We pledge ourselves to the pursuit of our continuing education to the end that those who look to us may be well served.
- 11 We will provide the public with full information pertaining to all aspects of funeral service, and we will cooperate with all others with whom we share caretaking responsibilities as we develop facts, research and knowledge, which will better enable us to meet the needs of those who mourn.

MEMBERSHIP AGREEMENT

I (we) certify that all statements contained in this application are true and further agree that any knowingly false statements shall be grounds for rejection of any membership upon discovery. I (we) hereby agree to abide by the Golden Rule Standards of Ethical Conduct.

Signed: _____ Date: _____

Signed: _____ Date: _____



OGR Rosters

OGR Board of Directors

Terms of Office: 2015-2016

Board Members	Current Title	Current Term	Expires	Previous Titles	Years Served
William Brock	President	Spring 2015	Spring 2016	President-Elect	2014-2015
				Secretary-Treasurer	2013-2014
				Director	2011-2013
Peter "Skip" Urban	President-Elect	Spring 2015	Spring 2016	Secretary-Treasurer	2014-2015
				Director	2012-2014
Bud Wieting	Immediate Past President	Spring 2015	Spring 2016	President	2014-2015
				President-Elect	2013-2014
				Secretary-Treasurer	2012-2013
				Director	2006-2008
Charles Castiglia	Secretary-Treasurer	Spring 2015	Spring 2016	Director	2013-2015
Thomas L. Hemmerle	Director	Spring 2014	Spring 2016		2014-
Adam Miles Martin	Director	Spring 2015	Spring 2017	Director	2013-
Richard O'Hara	Director	Spring 2015	Spring 2017		2015-
John Vincent Scalia	Director	Spring 2014	Spring 2016		2014-

OGR Board of Director Contact Information

President

William Brock, Jr., CFSP

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2015-2016

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Leesburg, FL 34748
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will.beyers@beyersfhc.com
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Dinora Congdon

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dcongdon27@hotmail.com
www.congdonfuneralhome.com

Scott Green

George I. Green Funeral Home
3511 Main St.
Munhall, PA 15120
(412) 461-6394 | Fax: (412) 461-2080
greenfuneralhome@verizon.net
www.georgegreenfuneralhome.com

J. Tyler Pray

Pray Funeral Home Inc.
401 W. Seminary
Charlotte, MI 48113-9973
(517) 543-2950 | Fax: (517) 543-2952
jtpray@gmail.com
www.prayfuneral.com

Preston Rader

LeRoy Rader Funeral Home Inc.
P.O. Box 609, 1617 Judson Road
Longview, TX 75606-0609
(903) 753-3373 | Fax: (903) 757-3708
preston@raderfh.com
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Daniel Wieting

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411 W. Main St.
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Regional Chairs

FAR WEST REGION

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Nancy Schroder

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GREAT LAKES WEST REGION

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rwg499@aol.com
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MID-AMERICA REGION

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Randy Schulz

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MID-ATLANTIC REGION

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Ontario Region, continued

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PLAINS REGION

Mike Butler

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Kevin Opsahl

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SOUTHEAST REGION

Richard Hightower

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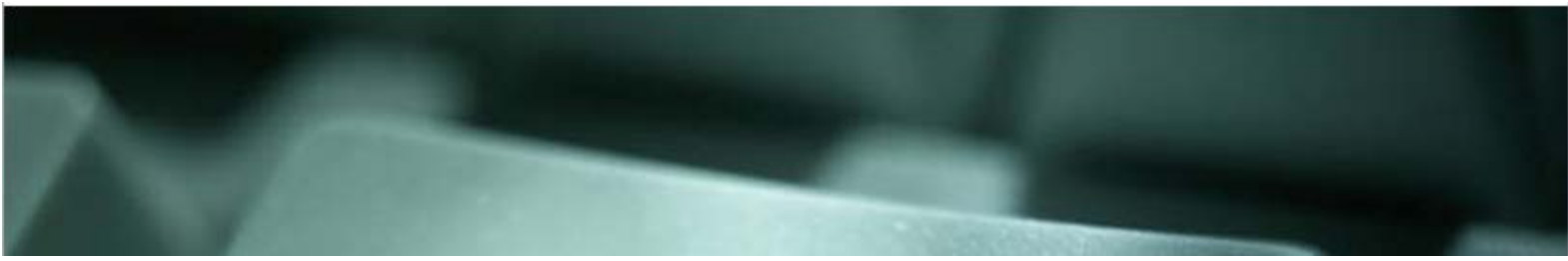
WESTERN CANADA REGION

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Bylaws, Organizational Policies & Procedures

Bylaws

----- International Order of the Golden Rule -----

ARTICLE I – NAME AND LOCATION

- 1.1 **Name.** The name of the organization shall be the International Order of the Golden Rule (hereinafter referred to as “OGR”), a not-for-profit corporation organized under the non-profit laws of the State of Texas.
- 1.2 **Location.** The offices of “OGR” shall be located in Austin, Texas, and/or in such other localities as may be determined by the Board of Directors.

ARTICLE II – OBJECTIVES

- 2.1 **The objectives** of “OGR” shall be:
- 2.1.1 To promote the welfare of the funeral profession and the public whom we serve;
- 2.1.2 To provide the opportunity for the exchange of information through discussion, study and publications;
- 2.1.3 To conduct or participate in meetings and conferences of interest to funeral directors and others within the profession;
- 2.1.4 To develop and encourage the practice of high personal and professional conduct among funeral directors;
- 2.1.5 To establish and maintain good relations between members and other funeral directors, and the people in their respective communities;
- 2.1.6 To provide funeral directors with information, counsel and assistance on all matters relating to the practice of funeral directing consistent with the public interest;
- 2.1.7 To cooperate with other groups or individuals in or related to the practice in the common endeavor to advance funeral service as a profession;
- 2.1.8 To increase the ability of independent funeral homes to

compete with the class of publicly-owned funeral homes.

- 2.2 **Relationship with Golden Services Group.** It is the stated purpose of OGR to provide to its members the finest association benefits available. The Golden Services Group, a Delaware corporation, was created for the purpose of providing goods and services to the members of OGR. To that end, it is acknowledged that the Golden Services Group and OGR are irretrievably linked, in purpose and in fact, and are subject to the same direction and control. It is acknowledged that the governance of OGR and of the Golden Services Group may be continually interlocked through the appointment of the same Directors, Officers and personnel to positions of responsibility in both organizations.

ARTICLE III - MEMBERSHIP

- 3.1 **Classifications.** Membership shall consist of seven classifications, three of which are voting: Regular, Affiliate, and International; and four of which are non-voting: Auxiliary, Supplier, Emeritus and Academic. There shall be a separate, non-voting classification for Members Not in Good Standing.
- 3.1.1 **Regular Membership:** the single funeral home location designated by management as their primary business location. Within the classification of Regular Membership shall be two sub-classes, Exclusive and Non-Exclusive as defined by the board from time to time.
- 3.1.2 **Affiliate Membership:** additional funeral home locations with the same ownership as the main location.
- 3.1.3 **International Membership:** funeral establishments located outside the United States and Canada.
- 3.1.4 **Auxiliary Membership:** individuals formerly affiliated with OGR member firms who are no longer actively participating in the funeral profession.

3.1.5	Supplier Membership: any person or firm engaged in selling products or services to OGR members.	capital or capital raised from investors, invests in companies not publicly held).
3.1.6	Emeritus Membership: any person who has made an extraordinary contribution to the advancement of the purposes of OGR in the opinion of and by unanimous vote of the Board.	3.2.1.2 All eligible locations that are owned and managed by the same firm within 100 miles from the main member firm may be considered for and be brought into membership as Affiliate members. Volume shall be computed by totaling the number of cases in all locations, provided that any location refused membership or not eligible for membership shall not be included in the computation.
3.1.7	Academic Memberships:	
3.1.7.1	Student Membership: mortuary science students.	
3.1.7.2	Educator Membership: non-member educators, researchers, and academics engaged in the study, but not the practice of mortuary science.	
3.2	Eligibility.	
3.2.1	Regular, Affiliate and International Memberships. In order to be considered for membership in OGR, a firm shall have been in business for a period of not less than two (2) years. In the best interest of the provision of a quality service by members of OGR to the public we serve, the Board of Directors may, with the approval of two-thirds of those Board members present and voting, suspend the two-year requirement.	3.2.2 Auxiliary Membership. Individuals eligible for Auxiliary membership include the following: 1) any retired principal of an OGR member firm who has sold or otherwise disposed of his/her interest in that member firm; 2) the spouse of a deceased principal of an OGR member firm; or 3) any person who is a retired employee of a current or former OGR member firm, provided that such persons are no longer actively participating in the funeral profession.
3.2.1.1	Membership in OGR shall generally be limited to entities which are independently owned. Entities that may be excluded from membership, at the sole discretion of the OGR Board of Directors, include: <ul style="list-style-type: none"> • Entities that are publicly held (i.e., firms in which interests are traded on an established securities market) or whose management or control is in or by such publicly held entities, or persons affiliated with such entities. • Entities in which management control is held by a private equity firm or firms (i.e., firms which, through their own 	3.2.3 Supplier Membership. Membership in OGR will include entities offering products, services or consultation to OGR members. Those directly or indirectly affiliated with any OGR Regular, Affiliate or International member as defined in Section 3.1 may be excluded from membership in OGR, at the sole discretion of the OGR Board of Directors.
		3.2.4 Academic Memberships.
		3.2.4.1 Student Membership in OGR will include all students of mortuary science at accredited colleges, universities or accredited trade schools. Eligibility ceases when the student graduates.
		3.2.4.2 Educator membership in OGR will include all current faculty of mortuary science at accredited colleges, universities or accredited trade schools.

- 3.2.5 Regardless of ownership, management, control, employment or affiliation status of an applicant, membership may be denied at the sole discretion of the Board of Directors if it determines an applicant's business and service objectives are inconsistent with OGR's objectives as set forth in Article II. This section applies to all members.
- 3.2.6 As it is essential to the maintenance of the highest professional standards, a condition of any exclusive level of membership shall require a member, or a professional employee of a member, to continuously maintain the standards and requirements for exclusive status as determined and published by the Board from time to time.
- 3.3 Application approval.** The Board shall consider each application for membership by applying the objectives set forth above in Article II. Membership in OGR shall become effective upon a two-thirds vote of approval by the Board of Directors. Regular, Affiliate and International members seeking exclusive membership status, as defined by the Board of Directors, will adhere to the procedures described in OGR's Organizational Policies.
- 3.4 Resignation.** A member may resign at any time by filing a written resignation with the Executive Director. However, such resignation shall not relieve the member of the obligation to pay any dues or other outstanding financial obligations accrued and unpaid nor cause a refund of prepaid dues to be made.
- 3.5 Suspension, Expulsion and Termination.** The Board of Directors of OGR may suspend, expel, or terminate the membership of any member firm because of conduct which, after a hearing if requested by the member firm, but at the sole discretion of the Board of Directors, violates the licensing standards of the member firm's state of residence; or is improper, is found to be unethical or inimical to the welfare of the membership as a whole. Any such action taken by the Board will be in accordance with the Board's policies and procedures governing suspension, expulsion, or termination which the Board shall set and publish from time to time.

ARTICLE IV - DUES

- 4.1 Establishment of Dues.** The Board of Directors shall annually review and establish rates of dues for Regular, Affiliate, International, Auxiliary, Supplier, Emeritus and Academic members of OGR.

ARTICLE V – MEMBER MEETINGS

- 5.1 Annual Conference.** The Annual Conference shall be held at such place and on such dates as may be determined by the Board of Directors.
- 5.2 Special Meetings.** Meetings of OGR other than the Annual Conference may be called at the discretion of the Board of Directors.
- 5.3 Notice of Meetings.** Notice of any meetings of OGR shall be communicated to the last known address of each member (or member firm) not less than thirty (30) days.
- 5.4 Cancellation of Meetings.** The Board of Directors may cancel any Annual or special meeting by a minimum of a two-third vote of the board voting in favor to cancel.
- 5.5 Voting.** At all meetings of OGR, each member eligible to vote shall have one (1) vote on any matter submitted to the membership for a vote by the Board of Directors; such votes must be cast in person only. Unless otherwise specifically provided by law or these Bylaws, a majority vote of those present and voting shall govern.
- 5.6 Voting by Mail.** Proposals to be offered to the members for a mail or electronic device vote shall first be approved by the Board of Directors. The proposal shall be published with a ballot mailed simultaneously to each member. The decision will be made by a majority of the ballots received within thirty (30) days from the day the ballot is mailed.
- 5.6.1 Proxy voting. A member may not appoint a proxy vote or otherwise act for the member by signing an appointment form either personally or by attorney-in-fact.
- 5.7 Quorum of Members.** At any Annual or special meeting of members, a quorum shall consist of fifty (50) percent of those members registered for such meeting, provided that no less than fifty (50) members are present.

ARTICLE VI - BOARD OF DIRECTORS AND OFFICERS

6.1 Board of Directors.

- 6.1.1 **Number and Composition.** The Board of Directors shall consist of the President, President-Elect, Secretary-Treasurer, Immediate Past-President and four (4) Directors who shall be elected as herein provided.
- 6.1.2 **Authority, Responsibility and Duty of the Board of Directors.** The Board of Directors of OGR shall have and exercise such powers as from time to time it may deem necessary or convenient to conduct and carry on the business and affairs of OGR, and to accomplish its objectives consistent with these Bylaws. It may also, in the execution of powers granted, delegate certain of its powers and authority to the Executive Committee. Such powers shall include, but shall not be limited to, the authority to make policy decisions for OGR; to establish rules and procedures for the Board of Directors and for OGR; to approve, modify or disapprove reports, resolutions or actions of officers or committees of OGR; to approve, or revise and approve, the Annual Budget for OGR prepared by the Executive Director; to approve, or revise and approve, and to amend if thereafter deemed by it to be appropriate, an Annual Financial Plan for OGR; to delegate to the President, the Executive Director or any committee the authority to proceed with authorized actions, consistent with the Annual Financial Plan then in effect; and to perform all other duties required under these Bylaws.
- 6.1.3 **Term of Directors.** The four independently elected Directors shall each have two-year terms expiring in succeeding years. Terms will be staggered so that no more than two positions would be replaced in any year.
- 6.1.4 **Board Qualifications.** Members of the Board of Directors will be limited to persons who are members in good standing and have an

ownership interest in, or are employees of, an OGR member firm. Further, it shall be a qualification of OGR Board membership that he/she not be a principal, employee or under a personal service contract to a firm disqualified from membership by Article III, Section 3.2.2 of OGR's Bylaws.

- 6.1.5 **Vacancies and Removal.** The Board of Directors shall fill any vacancy occurring on the Board of Directors between Annual Meetings. A Director so appointed to fill a vacancy shall serve the unexpired term of his/her predecessor. The Board of Directors may, at its discretion, by affirmative vote of two-thirds of those Board members present and voting, remove any Director for failure to properly execute his/her fiduciary responsibilities.

Removal from office will be in accordance with the Boards policies and Procedures on Removal, which it shall set and publish from time to time.

- 6.1.6 **Compensation.** Members of the Board of Directors shall not receive any compensation for their services, except for reimbursement of such out-of-pocket expenses as the Board may authorize. In accordance with its reimbursement policies which it shall establish and publish from time to time.

- 6.1.7 **Manner of Election of Directors.** Immediately after assuming office, the President shall appoint a Nominating Committee. The Nominating Committee shall, not less than one hundred twenty (120) days prior to the Annual Meeting of OGR, nominate a slate of candidates to fill Board vacancies. Any member of OGR may submit to the Nominating Committee additional names for consideration by the submission of a nominating petition signed by not less than three (3) or more than five (5) members in good standing. The Nominating Committee shall nominate at least as many candidates for Directors as there

are vacancies who shall give the Board as broad a geographical representation as is possible. The name and qualifications of each nominee shall be published and circulated to all members of OGR.

Directors shall be elected by mail ballot or electronic means in the manner provided in Article V, Section 5.6 of these Bylaws in advance of the Annual Meeting of OGR. Directors shall be installed at the Annual Meeting and serve until their successors shall have been elected and qualified.

6.1.8 **Meetings of the Board of Directors.** An Annual Meeting of the Board of Directors shall be held in conjunction with the Annual Conference of the members of OGR. Special meetings of the Board of Directors may be held at such time and place as the Board may prescribe. Special meetings of the Board may be called by the President or at the request of any five (5) members of the Board. In either event, due and proper notice shall be given to all Board members at least ten (10) days prior to the date on which the meeting is to be held. However, due and proper notice shall be deemed to have been waived at any time that all members of the Board of Directors agree that a meeting shall be held without notice and all members of the Board are gathered together, in person or by electronic means which allows all persons participating in the meeting to hear one another. In all instances when a Board meeting is held, minutes shall be kept of the proceedings and shall be placed in the official minutes of OGR.

6.1.9 **Quorum.** A majority of the members of the Board of Directors shall constitute a quorum for meetings of the Board.

6.1.10 **Informal Action by Directors.** No action of the Board of Directors shall be valid unless taken at a meeting at which a quorum is present except that any action which may be taken by the Board may be taken

without a meeting if consent in writing (setting forth the action to be taken) is signed by each Director entitled to vote.

6.2 Officers.

6.2.1 **The elected Officers** of OGR shall be the President, a President-Elect and a Secretary-Treasurer, who shall be elected in the manner hereinafter provided and serve until their successors have been duly elected and assumed office.

6.2.2 **Qualification for Office.** Any member in good standing shall be eligible for nomination to any office of OGR provided that he/she shall have served at least one (1) year as a member of the Board of Directors prior to commencement of his/her elected term.

6.2.3 **Nomination and Election of Officers.** The Board of Directors shall, by motion and second, nominate a slate of Officers, one office at a time, in the following order: President-Elect and Secretary-Treasurer. Election to the office of President-Elect shall constitute an automatic election to the office of President for the succeeding year. The President shall serve one succeeding year as the Immediate Past President. . The Board shall vote by secret or absentee ballot upon each office after the nominations for that office are closed in the above order. Prior agreement to serve shall be obtained from the nominated candidate. In elections for the offices of OGR, the President and Officers shall vote in the same manner as all other members of the Board.

6.2.4 **Term of Office.** Each elected Officer shall take office immediately upon his/her installation and shall serve for a term of one (1) year or until his/her successor is duly elected and qualified. Each elected Officer shall serve concurrently as a member of the Board of Directors and as a member of the Executive Committee.

6.2.5 **Re-election.** With the exception of the Secretary-Treasurer, no elected Officer shall be eligible for re-election to the same office until at least one (1) year has elapsed. The Secretary-Treasurer shall have no term limit.

6.2.6 **Vacancies - Removal.** Vacancies in any elective office shall be filled for the balance of the term thereof by the Board of Directors at any regular or special meeting. The Board of Directors at its discretion, with the approval of two-thirds of those Board members present and voting, may remove any Officer from office for cause.

6.2.7 **Duties.** The duties of the officers shall be as follows:

- a) **President:** The President shall preside over the meetings of the Board of Directors and the Annual Meeting of the membership.
- b) **President-Elect:** The President-Elect shall perform the functions of the president in his/her absence.
- c) **Secretary-Treasurer:** The Secretary-Treasurer shall be responsible for the preparation and retention of the minutes of the meetings, review the financial status of the Association, and shall report to the Board of Directors its financial status at all regular meetings of the Board. The Secretary-Treasurer may delegate any portion of his/her duties to qualified personnel. Election to the office of Secretary-Treasurer does not ensure election to higher office within OGR. No Officer of OGR shall have the power to bind OGR unless specifically authorized to do so by the Board of Directors.
- d) **Immediate Past-President:** The Immediate Past President remains an officer and director for one year following his/her term as President and chairs the Nominating Committee

ARTICLE VII - EXECUTIVE COMMITTEE

7.1 **Composition.** The Executive Committee shall be composed of the President, President-Elect, Secretary-Treasurer, and the Immediate Past-President

7.2 **Authority and Responsibility.** The Executive Committee may act for the Board of Directors between Board Meetings on all matters, except those specifically reserved to the Board by these Bylaws, pursuant to delegation of authority to such Committee by the Board of Directors. Actions of the Executive Committee shall be the actions of the Board until, or unless, the Board reverses or changes the Executive Committee's actions.

7.3 **Vacancies.**

7.3.1 Should the office of President become vacant by death, disability, removal, or resignation, the President-Elect shall succeed to the office of the President for the balance of the vacated unexpired term and thereafter serve for the term for which he/she was elected.

7.3.2 Should the office of President-Elect become vacant by death, disability, removal, or resignation, the vacancy shall be filled at the next regular election or prior thereto by special election called by the President at his/her discretion.

7.3.3 Should the office of the Secretary-Treasurer become vacant by death, disability, removal, or resignation, the Board of Directors shall fill such vacancy for the unexpired term.

ARTICLE VIII – NOMINATING COMMITTEE

8.1 **Composition.** The Nominating Committee of OGR shall be composed of the Immediate Past President, the Executive Director and two members in good standing chosen by the President.

8.2 **Duties and Responsibilities.** The Immediate Past President shall serve as chairman of the Nominating Committee. The Committee shall not be required to hold a formal meeting, but may conduct its business by mail or electronic means and shall present nominations to the Executive Director on or before June 1st. The Nominating Committee may not nominate any of its own members for any office. Any

member of OGR may recommend candidates for consideration by the Nominating Committee.

Nominations other than those submitted by the Nominating Committee may be made on petition of three to five members in good standing of OGR. Such petitions must be received by the Executive Director in the office of OGR not later than July 1st to qualify the names of nominees by petition to be placed on the ballot. Any individual's request to have his or her name removed from the ballot shall be honored. If, for lack of a candidate, a position is not filled, a vacancy shall be deemed to be created by resignation and shall be filled in accordance with Article VI, Section 6.1.5.

ARTICLE IX - STANDING AND SPECIAL COMMITTEES

In addition to the Executive Committee, the Board may from time to time designate and appoint other committees as it sees fit.

ARTICLE X - EXECUTIVE AND STAFF

- 10.1 Appointment.** The Board shall employ a salaried staff head who shall have the title of Executive Director and whose terms and conditions of employment shall be specified by the Board.
- 10.2 Authority and Responsibility.** The Executive Director shall be the chief executive of OGR, responsible for all operations functions. The Executive Director shall manage and direct all activities of OGR as prescribed by the Board of Directors and shall be responsible to the Board, shall employ and may terminate the employment of members of the staff necessary to carry on the work of OGR, and shall fix their compensation within the approved budget.

ARTICLE XI – INDEMNIFICATION OF OFFICERS AND DIRECTORS

- 11.1 Indemnification.** Any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of OGR) by reason of the fact that he/she is or was a Director, Officer, employee or agent of OGR, or is or was serving at the request of OGR as a Director, Officer, employee or agent, including the Executive Director, shall be indemnified by the corporation against expenses (including all attorney's fees and

court costs), judgments, fines and amounts paid in settlement actually and reasonably incurred by him/her in connection with such actions, suit or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interests of OGR and with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful. A Director, Officer or employee shall not be indemnified for any manner for which he/she is held liable for negligence or misconduct in the performance of his/her duties.

The termination of any action, suit or proceeding by judgment, order, settlement, conviction or other plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner in which he/she reasonably believed to be or not opposed to the best interest of OGR, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his/her conduct was unlawful.

- 11.2 Policy.** Such written policy as is necessary to define and carry out the intent of these Bylaws may be adopted by the Board of Directors. Said policy can be amended by a majority vote of Board members present and voting during a properly called meeting of the Board.

ARTICLE XII – FISCAL AND MISCELLANEOUS

- 12.1 Fiscal Year Definition.** The fiscal year for OGR shall begin on January 1st of each year and end on December 31st of the same year.
- 12.2 Annual Budget.** Each year, prior to the beginning of the fiscal year, the Board of Directors shall adopt a budget for the ensuing fiscal year, which may be amended from time to time.
- 12.3 Control of Funds.** All funds, whether membership dues or other revenues derived from OGR programs or activities, shall be held for safekeeping and disbursement as directed by the Executive Director or the Board of Directors, pursuant to these Bylaws and Financial Plan of OGR then in effect.
- 12.4 Definition of “Good Standing.”** As used in these Bylaws, the phrase “good standing” is defined as being current in all financial obligations (dues and purchases) and consistently upholding the Standards of Ethical Conduct, contra: a Member Not in Good Standing, 3.1.8.

12.5 Constitution and Conventions

12.5.1 **Gender and Number.** As used in these Bylaws, personal pronouns shall be interpreted to refer to persons of either gender and relative words whenever applicable to more than one person shall be read as if written in the plural.

12.5.2 **Titles, Headings and Captions.** The titles, headings and captions appearing in these Bylaws are used and intended for convenience of description or reference only and shall not be construed or interpreted to limit, restrict or define the scope or effect of any provision.

12.5.3 **Severability.** If any provision of these Bylaws, or its application to any person or circumstance, is held invalid by a court of competent jurisdiction, the remainder of these Bylaws, or the application of the provision to other persons or circumstances, shall not be affected.

12.6 **Effective Date and Amendments.** These Bylaws including all amendments approved by resolution of the Board of Directors duly adopted on November, 3 2007, and as otherwise ratified and confirmed in all respects by such resolution, shall be effective as of February 7, 2010. Thereafter, these Bylaws may be altered, amended, or repealed by a two-thirds favorable vote of the members of the Board of Directors and two-thirds of the votes cast by members. Amendments to these Bylaws shall become effective after adoption by the Board of Directors and subsequent approval by the membership, as amended February 7, 2010. As approved with amendment in Annual Business Meeting, April 24, 2010. As approved with amendment in Annual Business Meeting April 27, 2013. Resolution approved in Annual Business Meeting March 29, 2014.

Revised March 29, 2014/Approved by membership March 29, 2014.

Organizational Policies

----- International Order of the Golden Rule -----

MEMBERSHIP LEVELS

All existing OGR Regular, Affiliate and International memberships shall be classified into one membership level. All existing OGR supplier memberships shall be classified into one of the following membership levels: Business or Endorsed Supplier.

There shall be no Membership Levels for Auxiliary, Emeritus, or Academic Memberships.

PROCESSING OF MEMBERSHIP APPLICATIONS

Basic Membership

After a membership application is received at the OGR office, it is processed as follows:

- The application package is reviewed to ensure the following:
 - Completion of the application form.
 - Inclusion of two letters of reference.
 -

If any of the preceding information is missing, it must be received from the applicant before proceeding with processing.

- A confirmation letter is sent to the applicant, acknowledging receipt of the application.
- The applicant's credit is checked with the Casket and Funeral Supply Association of America. In addition, all licenses are verified with the appropriate state/provincial agencies.
- The above information is photocopied and sent along with a ballot form to each of the 8 OGR Board members.
- If five (5) of the Board approves the application, the applicant shall be accepted as a member; if three (3) or more Board members vote "no," the application is denied; if three (3) or more Board members vote "Hold for Board Discussion," the application is held for discussion and voted on at the next Board meeting. After discussion and vote at the Board meeting, a majority of the Board may approve the application.
- Review the Standards of Excellence and pledge that this will be the benchmark toward which a Golden Rule Funeral Home aspires;
- Email an electronic photo portfolio of the funeral facilities and funeral coaches to OGR or facilitate a site inspection by an OGR Regional Chairperson;
- Submit contact information of five families the funeral home served within the past 12 months;
- Provide a description of the funeral home's services and/or community outreach;

- Outline the funeral home's aftercare and grief support services provided to families;
- Provide a current General Price List (GPL) and any other price lists offered (Caskets, Cremation Services, etc.);
- Provide a list of funeral home personnel and indicate any licenses each person possesses;
- Agree to the pay membership dues as specified in the current dues rate structure.
- Receive approval from the Board of Directors.

FAMILY CONTACT PROGRAM REQUIREMENTS

New members of OGR are encouraged to use the Family Contact program for two (2) years after their application is approved.

Member firms that undergo a substantial change in ownership are encouraged to use the Family Contact program for two (2) years after the change in ownership occurs. For purposes of this policy, a "substantial change in ownership" is defined as the purchase of the main funeral home location by a person or a non-publicly traded entity not previously associated with the funeral home. This change in ownership will result in a change of the main contact person.

EDUCATOR & STUDENT MEMBERSHIP

To support and encourage research and advancement of the profession and to assist mortuary science students in acquiring and maintaining a working knowledge of all facets of the death care profession, OGR has established two categories of membership for the advancement of education: a Student and an Educator category. These two memberships were created to enable interested educators and students to receive official OGR publications, as well as participate in the continuing education programs and varied services of OGR.

All students of mortuary science at accredited colleges, universities or accredited trade schools are eligible for student membership. Eligibility ceases when the student graduates.

Neither Educator nor Student members shall have a vote in the operation of the association, nor can they serve as a Committee Chair or a Regional Chair. They are not prohibited from committee service.

SUPPLIER MEMBERSHIP LEVELS

Supplier membership has two levels: Business Membership and Endorsed Suppliers.

Business Membership

Any person or firm engaged in selling products or services to OGR members may apply to become a Business Member if they fulfill eligibility requirements stated in Section 3.2.3 of OGR's Bylaws. They must:

- Have been in business at least one year;
- Submit a Business Member application;
- Pay the annual dues fee.

Endorsed Suppliers

Business Members in good standing may advance to Endorsed Supplier status by complying with the following requirements:

- Have been in business for at least two years;
- Have been an OGR Business Member for at least one year;
- Offer a unique product or service feature to OGR members;
- Had its product or service "live" in at least five companies for at least six months;
- Confirm the company is not directly or indirectly affiliated with any OGR Regular, Affiliate or International member;
- Submit an executed mutual Non-Disclosure Agreement (NDA), the company's Executive Summary and its business brochures;
- Identify the company's name as it will be used in the endorsement program;
- Agree to pay OGR fees stated in the "Annual Membership Dues" section of the Organizational Policies.

ANNUAL MEMBERSHIP DUES

OGR members shall pay annual dues according to the following schedule:

- \$1,079 per firm, plus \$3.40 per case over \$1,000 for firms arranging more than 30 calls per year;
- Affiliate: \$165;
- Supplier/Business Member: \$350;
- Auxiliary: \$150;
- Endorsed Supplier: Service provider—4.5 percent of net income in quantifiable (negotiable based on individual factors); Product providers—fees at 7-10 percent of gross sales ranging from \$50,000-\$200,000 (fees are negotiable for sales above \$200,000);
- International: \$350;
- Student: \$35 per person;
- Educator: \$50 per person.

DUES REDUCTION FOR FINANCIAL HARDSHIP

To give members who are considering terminating members who are experiencing financial hardship, OGR will offer such members a 25 percent discount on annual dues if they agree to set up quarterly dues payments on a valid credit card and attend an OGR event within 12 months. (June 24, 2010).

DUTIES OF PRESIDENT

- Appoint a Nominating Committee;
- Appoint Regional chairpersons;
- Appoint committee chairpersons and members;
- Preside over Board meetings and the Annual Conference;
- Assist Association staff in the development of agendas for meetings;
- Author the President's Message for *The Independent*;
- Serve as facilitator and presenter at programs/conferences (as necessary);
- Serve as a resource to the membership.

DUTIES OF PRESIDENT/ELECT

These duties become effective upon the absence of the President.

- Appoint a Nominating Committee;
- Appoint Regional chairpersons;
- Appoint committee chairpersons and members;
- Preside over Board meetings and the Annual Conference;
- Assist Association staff in the development of agendas for meetings;
- Author the President-Elect's Message for *The Independent*;
- Serve as facilitator and presenter at programs/conferences (as necessary);
- Serve as a resource to the membership.

DUTIES OF SECRETARY/TREASURER

- Review the monthly financial statements of the Association;
- Report on the financial status of the Association at Board Meetings;
- Serve as a resource to the membership at all OGR functions where you are in attendance;
- If a need arises, you may be asked to perform duties in addition to those outlined above.

BOARD OF DIRECTORS NOMINATION/ELECTION

Board members may, if elected each term, serve up to three consecutive terms as Directors-at-Large. After a Director has served three consecutive terms, at least two years must elapse from Board service before a Board member is eligible for be nominated for an additional Director-at-Large term.

BOARD OF DIRECTORS EXPENSE REIMBURSEMENT

Generally, the night of a Board meeting and one additional night may be reimbursed by OGR.

TRAVEL POLICY

International Order of the Golden Rule (OGR) Business Expense Guidelines and Reporting Requirements Policy for Board of Directors

STATEMENT OF PURPOSE--This document establishes policies governing the reimbursement of travel and business related expenses incurred during the conduct of Association business. It is OGR's policy to reimburse Board members for all ordinary, necessary and reasonable travel expense when directly connected with or pertaining to the transaction of Association business. Board members are expected to exercise prudent business judgment regarding expenses covered by this policy. When submitting expense reports to claim reimbursement, Board members are expected to neither gain nor lose financially.

OGR Board members are required to pay for all out-of-pocket expenses and to submit a request for reimbursement accompanied by proper documentation (receipts) within two weeks of a meeting. Listed below are the items eligible for reimbursement. All directors will receive a 40% discounted registration fee to OGR meetings that they attend while a member of the Board. (Revised August 13, 2009)

Annual Conference & Educational Conferences:

President and Spouse:

- Transportation (air or rail; taxi; rental car; parking)
- Lodging (room and tax only)
- Meals (outside of the meals provided at the meetings)
- Telephone (reasonable charges)

Board Meetings:

President and Directors:

- Transportation (air or rail; taxi; rental car; parking)
- Lodging (room and tax only) the night prior to and the night of the Board meeting
- Meals (night prior to and days of meeting only, if not provided; other meals only by prior approval of the Executive Director)

Other Association Meeting:

President or Designated Appointee:

- Transportation (air or rail; taxi; rental car; parking)
- Lodging (room and tax only)
- Meals (outside of the meals provided at the meetings)
- Telephone (reasonable charges)

EXPENSE REPORTING--All travel and business related expenses incurred by a Board member should be reported on the expense report form. The expense report must include a complete explanation of the business purpose of all expenses, signed by the Board member and submitted to the Executive

Director for reimbursement within two weeks following the Board meeting or conference. The Executive Director will then submit the report to the Accounting Department.

Receipts are required to support expenses. All expense items of \$25 or more must be supported by a receipt. If a receipt is lost or misplaced, a memo identifying the amount and the nature of the business expense can be submitted.

REIMBURSEMENT SCHEDULE--The Accounting Department normally processes checks within five business days of receiving the approved expense report.

TRAVEL ARRANGEMENTS AND

TRANSPORTATION--As travel plans become known, the Board member should provide the basic parameters for the trip and ask for the lowest fare available for the destination. The mode of transportation should be consistent with the travel destinations and time involved. OGR will reimburse for air travel in coach class.

LODGING--Lodging is a reimbursable expense when a Board member is required to be away from home overnight for business reasons. The availability, convenience, service and cost of adequate lodging vary between cities, geographic locations and seasons. Therefore, the Board member is expected to use prudent business judgment in the selection of lodging. In most cases, lodging is pre-arranged for all OGR sponsored events and is direct billed to the Association. Generally, the night of a Board meeting and one additional night may be reimbursed by OGR. Additional room nights will be the responsibility of the individual Board member unless a special request by the Executive Director requires that you arrive early or stay over after the meeting.

- **Room Type**--If not pre-arranged in conjunction with an OGR sponsored meeting, a single room in a moderately priced business class hotel is the corporate standard. Guaranteeing a room reservation is the responsibility of the Board member when traveling independently. When attending an OGR Board meeting, Board members should provide their arrival and departure information to the Director of Meetings who will then make your room reservations. The room night prior to the Board meeting and the night of the Board meeting will be charged to the OGR Master Account. Additional room nights will be the responsibility of the Board member.
- **Cancellation**--If it is necessary to cancel a hotel reservation, the room reservation must be canceled by the time specified by the hotel to avoid a "no show" charge. If the cancellation is made directly with the hotel, Board members should request and retain a "cancellation number" as documentation of the transaction. "No-show" charges are not reimbursable except

when uncontrollable conditions prohibit the Board member from following the above procedures.

- Reimbursement and Documentation--Lodging charges are to be reported on the expense report form, only when paid out of pocket by the Board member, and must be detailed so that other charges (e.g. meals, phone calls, etc.) are shown separately. The paid bill is required documentation for reimbursement of lodging and charges must be recorded in the appropriate section of the expense report.

RENTAL CARS--Cars should be rented by Board members only when other means of transportation are unavailable, more costly or impractical. The use of a rental car must be justified as a business need and not as a matter of personal convenience.

Refueling--Board members are encouraged to refuel rental cars prior to returning to the drop-off area. This practice can save as much as 50% of the gasoline cost. Receipts for gasoline purchased must accompany the expense report.

- Reimbursement and Documentation--Car rental expenses must be documented on expense reports and includes the original car rental receipt.
- Insurance--Board members should check with their insurance agent to determine if the additional insurance coverage offered by the car rental company is necessary.

OTHER TRANSPORTATION

- Personal Car--Board members may utilize personal cars for Association business travel. The use of personal cars for business will be reimbursed at the standard rate prescribed by the IRS (Check with the Director of Accounting for the current rate). This mileage allowance covers all auto costs (e.g. gasoline, repairs, insurance, etc.) other than parking and toll charges. *OGR will reimburse the cost of business travel by personal car up to the cost of a roundtrip, coach airline ticket to the same destination.*
- Taxi Cabs, Buses and Limousines--Board members should choose the most reasonable ground transportation available, consistent with travel schedule and business requirements. Receipts are required for all transportation expenses.

MEALS

- Reimbursement for Actual Expense--A Board member can be reimbursed for the actual cost of daily meals associated with their attendance to a Board meeting when substantiated by receipts. The Association will reimburse for the reasonable cost of meals and Board members should exercise prudence when incurring meal expenses. It is preferred that Board members traveling together pay for their own meals. However, if it is necessary for one to pay for others, the names of those paid for must be

included on the expense report.

OTHER REIMBURSABLE EXPENSES--The following incidental expenses, when related to travel or the conduct of OGR business are reimbursable:

- Parking
- Tips/Gratuities – 15% recommended at restaurants - \$1 per bag portage - \$2-\$3 per day hotel housekeeping

NON-REIMBURSABLE EXPENSES--Although not all inclusive, the following is a list of expenses that are not reimbursable through the expense report:

- Personal articles
- Barber/Hairstylist
- Traffic fines
- Hotel room movies
- Hotel fitness center charges
- Hotel spa charges
- Cell phone roaming fees
- High speed Internet

ABSENTEE VOTING FOR OGR OFFICERS

Bylaw 6.2.3 allows the use of absentee ballots in Board voting for the OGR offices of President-Elect and Secretary-Treasurer. For purposes of this Organizational Policy, absentee voting means the non-attending Board member may call the meeting room by telephone (or be called) at the time the election is taking place, and cast votes.

The procedure is that the non-attending Board member will speak to a Board member of his/her choosing, with an OGR staff member (either the Executive Director or his/her designee) listening in to confirm the vote. The attending Board member will mark the non-attending member's vote on a separate piece of paper from his/her own vote.

Absentee ballots cast in the prescribed manner will be counted.

REGIONAL CHAIRPERSONS

Composition. There shall be a body of Regional Chairpersons, composed of active members in good standing from various states in the United States, the provinces of Canada and international countries, whose members shall be appointed by the President with the approval of Board of Directors. The regional areas are grouped into twelve districts and are overseen by a Regional Chairperson and co-chair in each area. The President also appoints a Board member to each region as a "sponsor."

Term of Office. Each Regional Chairperson is appointed for three years. The President can remove a Regional Chairperson during the term, with the approval of the Board of Directors. The President shall have the authority to reappoint a Regional Chairperson for an additional three year term. Board

members cannot serve as a Regional Chairperson concurrently. There shall be no limit on the number of terms that a Regional Chairperson may serve.

Roles and Responsibilities:

- Assist with recruiting and retention activities in cooperation with the Membership Department;
- Promote attendance at meetings and conferences;
- Conduct on-site investigations for funeral homes applying for membership;
- Participate in discussions and decisions regarding programming and products and services;
- Advise the Board in regard to resolving membership grievances in their area;
- Vote for the Family Contact Exemplary Service Award winners;
- And other duties as the Board may determine from time to time.

Regional Chair's Role in the Membership Application Process:

In certain circumstances, the Regional Chair may be asked by the Board of Directors to conduct an on-site investigation of the applicant's premise, unless an OGR staff member has been at the applicant's premise six months prior to receipt of the application and the staff member is familiar enough with the premise to comment upon the quality of the management and facilities;

Compensation. Regional Chairpersons shall serve without pay or compensation, except for reimbursement of out-of-pocket expenses as the Board of Directors may authorize.

How to Conduct an On-Site Investigation:

If a Regional Chair is asked to conduct an On-Site Investigation and Investigation Report, the following are guidelines to assist Regional Chairs in conducting a successful on-site investigation.

- Please conduct the on-site investigation as soon as possible. We recommend within two weeks of notification from the home office. Timing is very important. We realize that circumstances may not allow you to travel to the applicant's site. Distance and demands of operating your own funeral home may be factors. We certainly understand. If you are unable to conduct the investigation, please recommend an alternate funeral director who might take this responsibility. The member relations staff would also be glad to find another member who may be geographically closer to the applicant and may have time in their schedule;
- Please make the visit arrangements with the applicant directly. OGR will reimburse you up to \$250 of your expenses. Please save any receipts. We will provide the Expense Report at the time of the investigation;

- Complete the 25-point Investigation Questionnaire covering your impressions of the funeral home. "Impression" is the key word because there is no exact formula for what makes a good funeral home. Please use your best judgment. Give your overall first impression, your impressions of the building interior, visitation rooms, chapel, selection room, rest rooms, vehicles and other aspects of the funeral home. OGR provides a copy of the 25-point checklist prior to visiting the applicant;
- Complete the Investigation Report providing your overall evaluation of the applicant and the applicant's funeral home. OGR provides a copy of the Investigation Report prior to visiting the applicant;
- When the investigation is completed, submit the Investigation Questionnaire and Investigation Report to the home office via fax. Instructions are provided with all forms with the fax number. We submit all of the combined information to the Board for approval.

District Teleconference Meetings:

The President will appoint a Member from the sitting Board of Directors to serve as a Sponsor for each region. The Board Sponsor may or may not have their principal business establishment in the particular region to which they are assigned, but will, nonetheless, serve as a conduit for support, information and exchange of ideas. Throughout the year, Regional Chairs meet via teleconferences held for each region. Those attending include the Regional Chair and co-chair, Board Member Sponsor, President of OGR, Executive Director and Director of Membership. Meetings usually take place prior to each Board of Director's meeting."

Family Contact Exemplary Service Award

Each year, OGR honors members who have shown exemplary service to families based on comments from families on their Family Contact Response Forms. *The Independent* publishes the comments in each issue. Members whose comments appeared in *The Independent* throughout the year receive an automatic nomination for the Family Contact Exemplary Service Awards.

In January, Regional Chairs will receive a ballot to review all nominations and vote for three funeral homes to receive awards. The funeral homes selected receive an engraved marble plaque in recognition for their exemplary service. Members receive their awards at the Annual Conference banquet.

INVESTMENT POLICY STATEMENT

PURPOSE—The purpose of this statements is to provide a clear understanding between the International Order of the Golden Rule (OGR) and members, donors, investment managers and other

interested parties concerning the investment policies and objectives of OGR's assets. This statement outlines an overall philosophy that is specific, but is flexible enough to allow for changes in the economy, securities, market and OGR policy changes.

DELINEATION OF RESPONSIBILITIES--

- OGR Board of Directors--The OGR Board of Directors is charged with the authority of this policy Statement to hire and fire investment managers with the advice and upon the recommendation of the Finance Committee and the Executive Director of the OGR. The Board is responsible for all investments made by OGR, but as a practical matter, will delegate day-to-day management of the assets to the Executive Director and investment managers hired for that purpose.
- Finance Committee--The Finance Committee is charged with the direct oversight of investment managers when hired, asset allocation of the OGR funds and oversight of outside consultants hired to assist the above. As a practical matter, the Committee may assign day-to-day management to the Executive Director of the OGR.
- Consultants--The Executive Director upon approval of the Board of Directors may designate an investment broker or financial advisor to act as consultant to OGR regarding the investment of the OGR monetary assets. Their duties are, but not limited to, advice on asset allocation, screening and day-to-day monitoring of investment managers, independent reporting of investment results, custodianship of the OGR assets and any other duties the Board or the Executive Committee deems appropriate.

OBJECTIVES--

- Long-Term Objectives--The assets in excess of the Operating account shall be deemed Long-Term Assets with an investment horizon of 5 years. The asset allocation for the Long-Term shall be consistent with an allocation of a Moderate Growth Investor Model. Annual rebalancing will occur to keep the long-term portfolio true to its asset allocation. Mutual funds must meet the criteria of Morningstar Benchmarks and must be recommended 3 stars or above. Upon one quarter of lackluster peer performance and failing to continue as a leader in its specific sector, notification will come to the Executive Director and a proper recommendation will be derived. The goal is to maintain investment funds that rank amongst their peers in the upper quartile. Up to 35% of OGR's corporate equity can be placed in long-term investments defined as mutual funds and other equities. The 35% is gauged against the most recent of either the audited year-end financials or the final unaudited year-end financials. The amount in long-term investments is reviewed at each face-

to-face OGR Board of Directors meeting, or more frequently as requested by the Secretary-Treasurer and/or Executive Director. The Board may elect to leave more than 35% of corporate equity in long-term investments, but only upon specific vote of the full Board.

- Operating Account, Cash and Equivalent Objective--Approximately 17% of the current year expense budget is to be kept liquid in SIPC insured money market or Certificate of Deposit investments. The goal is to have readily accessible funds for the general operations of OGR and interest beyond that point is additional.
- Short-Term Objectives--The remaining cash after long-term and operating account requirements are met, will be managed in short-term investments. The short-term fund objective is safety of principal and shall be invested in a prudent manner to achieve this objective. The short-term investment fund shall be invested by the Secretary-Treasurer and Executive Director in consultation with the financial advisor in such a way that half the short-term funds can be accessed in a 3 to 6 month period if need be. The comparable amount will be invested with a shorter than 3-year time horizon. It is the goal to exceed money market rates if the first goal is safety of principal.

ASSET ALLOCATION--The Executive Director in conjunction with the Finance Committee will make the overall allocation of equities, fixed income and cash investments, as they deem appropriate. The investment managers will have discretion, within the guidelines and prohibitions below to make individual security and industry decisions within their own discipline. The prudent person rule will apply to individual securities, asset allocation and industry/sector weightings.

- Equity Securities--Equity securities including equity mutual funds must be traded on the United States domestic over-the-counter markets. The investment manager should invest only in publicly traded securities. The use of proper due diligence, asset allocation and screening shall take place to remain compliant with investment objectives.
- Fixed Income Securities--Fixed income securities may be U.S. Government and its Agencies, money markets, certificates of deposit, municipal debt, corporate debt and preferred securities as well as convertible issues of U.S. dollars. The minimum credit quality rating as set by Standard and Poors (S&P) is "AA". Mutual funds conforming to the policy guidelines may be used to implement the investment program. The discretion of a laddered portfolio, maturities and duration are left to the decision of the investment manager in accordance with the objectives in section III.
- Cash and Equivalents--Cash and cash equivalents may be invested directly in the

money market mutual funds, commercial paper, banker's acceptance notes, certificates of deposit and corporate notes. All investments must be in U.S. dollars.

PROHIBITIONS--The investment manager is prohibited from investing in letter stock, private placements, options, short sales, margin transactions, financial futures, commodities, or other specialized activities. No assets should be invested in speculative nature. Investments not specifically addressed by this statement are forbidden without OGR's written consent. The investment policies and restriction presented in this statement serve as a framework to achieve the investment objectives at a level of risk deemed acceptable. These policies and restrictions are designed to minimize interfering with efforts to attain overall objectives, and to minimize excluding any appropriate investment opportunities.

COMMUNICATIONS--Meetings between the Executive Director and the investment manager will be held quarterly and on a "when needed" basis. Annually, there will be a meeting between the Board of Directors, Finance Committee and Executive Director at a location set by OGR. Investment reviews will be sent quarterly to individuals designated by the Executive Director.

AMENDMENTS--Amendments to this policy statement are allowed, as needed, by the Finance Committee once approved by the Board of Directors. Any such amendment will be forwarded in writing to the investment manager.

RESERVES POLICY

OGR will strive to maintain a minimum reserve fund equal to 100 percent of annual operating expenses based on the two most recent fiscal years. To achieve this goal, OGR should designate no less than 20 percent of each fiscal year's net income towards this fund, plus allow the fund's earnings to be added back into the fund. The contribution percentage may be increased at the end of each fiscal year based on net revenues and projected organizational needs.

ANNUAL BUDGET PROCESS

To facilitate the perpetuation of the association as well as the oversight and related financial management of the Order's net assets, operations and cash flows, the Finance Committee and the Board of Directors shall endeavor to comply with the following guidelines prior to the adoption of the annual budget:

- **MINIMUM ANNUAL INCOME TARGETS**--The Order shall target annual net income of at least 4% of total revenues budgeted for the fiscal year.
- **CAPITAL EXPENDITURES**--The Order shall target annual capital expenditures which are not

directly funded by a specific grant or contribution to be no greater than annual depreciation and amortization.

CONFLICT OF INTEREST POLICY

A conflict of interest arises when a person in a position of authority over the organization 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. The purpose of a conflict of interest policy is to protect the organization's interest; this policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest.

A financial interest is not necessarily a conflict of interest in all cases. Under Article III, Section 2 of IRS Form 1023, a person with a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Specifically, members of the Board of Directors shall:

- Avoid placing one's own self-interest or any third-party interest above that of OGR; while the receipt of incidental personal or third-party benefit may necessarily flow from certain OGR activities, such benefit must be merely incidental to the primary benefit to OGR and its purposes;
- Not abuse their Board membership by improperly using their Board membership or OGR's staff, services, equipment, materials, resources, or property for their personal or third-party gain or pleasure, and shall not represent to third parties that their authority as a Board member extends any further than that which it actually extends;
- Not engage in any outside business, professional or other activities that would directly or indirectly materially adversely affect OGR;
- Not engage in or facilitate any discriminatory or harassing behavior directed toward OGR staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to OGR;
- Not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with respect to matters pertaining to OGR without fully disclosing such items to the Board of Directors;
- Provide goods or services to OGR as a paid vendor to OGR only after full disclosure to, and advance approval by, the Board, and pursuant to any related procedures adopted by the Board;
- Not persuade or attempt to persuade any employee of OGR to leave the employ of OGR or

to become employed by any person or entity other than OGR; and

- Not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship to or with OGR to terminate, curtail or not enter into its relationship to or with OGR, or to in any way reduce the monetary or other benefits to OGR of such relationship.

This policy shall apply not only to all members of the OGR Board of Directors, but also shall apply to all members of OGR committees, task forces, and others in the OGR governance structure, as well as to all OGR employees. All references herein to the Board of Directors shall be construed also to refer to these additional individuals.

Procedures:

1. Duty to disclose--

In connection with any actual or possible conflict of interest, each board member must disclose the existence of a financial interest and be given the opportunity to disclose all material facts to the Board of Directors. In an effort to aid such disclosure, each board member shall complete a conflict of interest questionnaire as circumstances warrant, but no less frequently than annually.

2. Determining whether a conflict of interest exists--

The Board of Directors shall review each member questionnaire and any other disclosures regarding the financial interests of its members. After disclosure of a financial interest, the board member shall leave the board meeting while the remaining board members discuss and vote on whether a conflict of interest exists.

3. Procedures for addressing the conflict of interest--

For each financial interest disclosed to the Board of Directors, after exercising due diligence, the Board of Directors shall determine whether to (a) take no action, (b) ask the person to recuse from participation in related discussions or decisions within the organization, or (c) ask the person to resign from his or her position in the organization or, if the person refuses to resign, become subject to possible removal in accordance with the organization's removal procedures. The organization's Executive Director shall monitor proposed or ongoing transactions for conflicts of interest and disclose them to the Board of Directors in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

ANTITRUST COMPLIANCE POLICY

The International Order of the Golden Rule (OGR), as well as its for-profit division, Golden Services Group (GSG), has a policy of strict compliance with the Federal and state antitrust laws. The antitrust laws prohibit agreements, combinations and conspiracies in restraint of trade. Associations are common targets of antitrust plaintiffs and prosecutors.

The consequences for violating the antitrust laws can be severe. A conviction can carry stiff fines for the association and its offending leaders, jail sentences for individuals who participated in the violation, and a court order dissolving the association or seriously curtailing its activities. The antitrust laws can be enforced against associations, association members, and the association's employees by both government agencies and private parties (such as competitors and consumers) through treble (triple) damage actions. As the principal federal antitrust law is a criminal conspiracy statute, an executive who attends a meeting at which competitors engage in illegal discussions may be held criminally responsible, even if he or she says nothing at the meeting.

The antitrust laws prohibit competitors from engaging in actions that could result in an unreasonable restraint of trade. Above all else, association members should be free to make business decisions based on the dictates of the market – not the dictates of the association.

Some activities by competitors are deemed so pernicious and harmful that they are considered *per se* violations – it does not matter whether or not the activities actually have a harmful effect on competition; the effect is presumed. These generally include price fixing, allocation of customers, markets or territories, bid-rigging, and some forms of boycotts. In addition, there are many features that factor into price; agreements as to warranty duration, freight terms, or other factors that can directly impact price also are proscribed.

OGR members should avoid discussing certain subjects when they are together – both at formal OGR membership, Board of Directors, committee, and other meetings and in informal contacts with other industry members – and should otherwise adhere strictly to the following guidelines:

- DO NOT discuss prices, fees or rates, or features that can impact (raise, lower or stabilize) prices such as discounts, costs, salaries, terms and conditions of sale, warranties, or profit margins. Note that a price-fixing violation may be inferred from price-related discussions followed by parallel decisions on pricing by association members — even in the absence of an oral or written agreement.

- DO NOT agree with competitors as to uniform terms of sale, warranties or contract provisions.
- DO NOT exchange data concerning fees, prices, production, sales, bids, costs, salaries, customer credit, or other business practices unless the exchange is made pursuant to a well-considered plan that has been approved by OGR's legal counsel.
- DO NOT agree with competitors to divide up customers, markets or territories.
- DO NOT agree with competitors not to deal with certain suppliers or others.
- DO NOT try to prevent a supplier from selling to your competitor(s).
- DO NOT discuss your customers with your competitors.
- DO NOT agree to any association membership restrictions, standard-setting, certification, accreditation, or self-regulation programs without the restrictions or programs having been approved by OGR's legal counsel.
- DO insist that OGR meetings that have agendas are circulated in advance and that minutes of all meetings properly reflect the actions taken at the meeting. All OGR meetings generally should have written agendas prepared and circulated in advance.
- DO leave any meeting (formal or informal) where improper subjects are being discussed. Tell everyone why you are leaving. Seek legal advice before rejoining the discussion.
- DO ensure that only OGR staff sends out all written and electronic correspondence on behalf of OGR and that OGR officers, directors, committee members, or other members never make any representation, publicly or privately, which would appear to represent an official policy or position of OGR without the express authorization of OGR executives. The U.S. Supreme Court has determined that recommendations or exhortations in antitrust areas by individuals who might appear to represent an association in some capacity can jeopardize the association; those in positions of responsibility for OGR must be especially cautious.
- DO ensure that if questions arise about the legal aspects of OGR's activities or your individual responsibilities under the antitrust laws, you seek advice and counsel from your own counsel or from the staff and counsel of OGR.

Antitrust laws are complicated. If any member is concerned that he or she may be in a "gray area," that member should consult with legal counsel.

Any questions about OGR's antitrust policy should be directed to OGR's Executive Director & CEO.

WHISTLEBLOWER POLICY

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

1. **Encouragement of reporting.** OGR encourages complaints, reports or inquiries about illegal practices or serious violations of OGR's policies, including illegal or improper conduct by OGR staff, by its volunteer leadership, or by others on its behalf. Appropriate subjects to raise under this policy include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Matters such as alleged discrimination or harassment should also be addressed through this mechanism.
2. **Protection from retaliation.** OGR prohibits retaliation by or on behalf of OGR, 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. OGR 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 OGR's chief employed executive or president; if both of those persons are implicated in the complaint, report or inquiry, it should be directed to OGR's president-elect. OGR will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that OGR may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

DEATH NOTIFICATION POLICY

1. **Notification of death.** Upon notification to OGR of a death sent by a member, the OGR communications department will send an all-member email or broadcast fax to the membership announcing the death. The deceased's family will receive a written acknowledgement from the President of OGR.

In addition, a notice is placed in *The Independent* and on the OGR web site. Prior to sending the notice, a Notification of Death form

should be completed and sent to the OGR communications department to provide necessary information. The Notification of Death form, will ask for photo(s) to be sent to OGR's Communication department. It shall be incumbent upon the member making the notification to provide photo(s) to OGR for inclusion in any memorial honor that OGR undertakes.

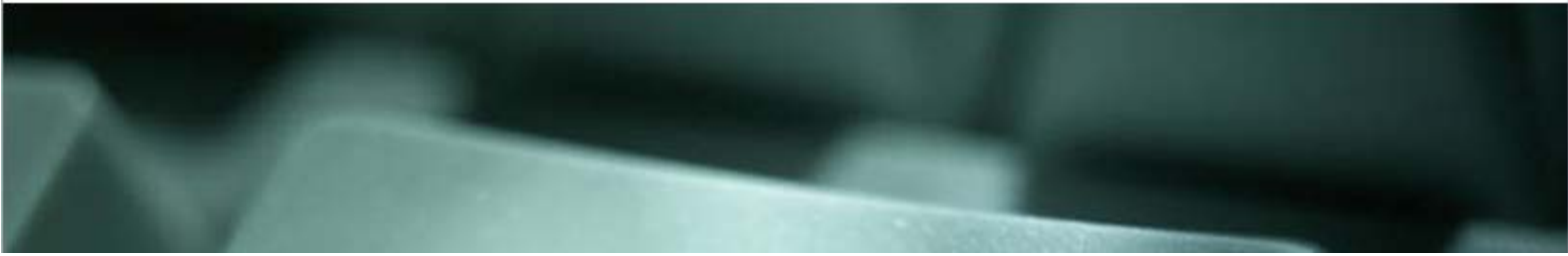
2. **Memorial Program at Annual Conference.** At each Annual Conference, those persons whose death notification has been received from a member by OGR's Communication department and who have died since the previous Annual Conference will be honored at a memorial program during the opening session. Every effort will be made to include all deaths so notified; however, notifications received less than thirty (30) days prior to the Annual Conference may not be included in all aspects of the Memorial program
3. **Flowers.** OGR will send flowers or if the service has already occurred, a memorial gift in memory of those persons whose death notification has been received by OGR's Communication department from a member.
4. **Executive Committee Review.** All names submitted by a non-member of OGR to the Communication department for inclusion in any or all of the aforementioned items of recognition shall be subject to review by the Executive Committee which will have final authority regarding the appropriateness for said inclusion.

Approved: July 21, 2014

Guidelines for Parliamentary Rules of Order

Use of procedures ensures all viewpoints are voiced and that meetings occur in an orderly fashion. At a minimum, committees, task forces and Regional Chairs should use these basic parliamentary rules:

- All business is brought before the meeting as a motion, report or communication.
- A quorum--at least 50 percent of the committee or task force members--must be present (either in person or via electronic communication) to present motions.
- A motion is made by one participant and seconded by another after recognition from the Chair.
- The individual who makes the motion begins discussion of it and, once finished, does not speak again until all others who wish to speak to the motion have been heard.
- The Chair may ask the group if it is ready to vote on the question and, if so, may then put the motion to a vote. The motion is approved if a simple majority of committee or task force members present vote in the affirmative.
- If subsequent discussion causes a change in opinion regarding a motion approved previously during the meeting, an individual who voted in the majority for the motion in question may motion to reconsider the motion that was previously approved. If the motion to reconsider is seconded and passed, the original matter is again discussed and voted on.
- Through the meeting minutes, the recorder should note specific terms of the motion and that it was seconded and approved or rejected.



OGR Information

2015 OGR Budget

Revenue

2014		2015
668,964	Main Firm	676,200
32,017	Affiliate Firm	32,300
13,008	Basic	6,000
14,620	GSG Business	15,600
	International	2,800
	Auxiliary	900
	Educator	150
	Student	200
-3,250	Dues Discounts	-2,500
900	Application Fees	1,000
726,258	Total Dues	732,650
122,630	Annual Conference	141,292
6,500	Annual Conf. Scholarship Auction	
25,000	Fall Forum	42,575
18,000	Regional Workshops	14,575
3,960	Webinars	3,780
5,000	Advertising	2,600
1,950	Graphic design/Press release services	
3,990	GPL atty review member price lists	
5,500	Recruitment	
250	Awards of Excellence contributions	
3,000	Meeting at NFDA conference	
3,000	Other income	800
1,000	Investment Return	372
	Miscellaneous	2,500
926,038	Total Revenues	941,144

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Expenses

2014		2015
377,540	Payroll & Taxes	393,017
41,952	Benefits Insurance	33,282
14,173	401(k)	14,345
0		0
12,000	Advertising	0
0	Awards of Excellence	0
10,800	Bank & Credit Card Fees	12,940
45,000	Board Expense	64,820
5,200	Business Fees, Taxes, Licenses	4,900
18,790	IT & Internet Services	21,055
2,500	Contract Labor, Outside Services	15,925
300	Contributions & Memorials	400
6,724	Depreciation & Amortization	8,636
3,800	Dues & Subscriptions	3,755
115,595	Annual Conference	131,091
	Annual Conference AoE expense	
25,000	Fall Forum	39,820
18,000	Regional Workshops	14,337
1,266	Webinars	2,985
0	Education	1,440
16,419	Equipment Leasing & Maintenance	11,100
8,567	Insurance	8,208
17,000	Professional Services	23,500
500	Meals & Entertainment	0
9,000	Membership Campaign	12,685
760	Office Maintenance	2,450
6,300	Office Supplies	6,300
15,880	Postage & Freight	9,000
	Printing	0
12,150	Prof Dev & Training	33,165
6,618	Telephone Service	5,400
66,479	Rent & Utilities	51,185
24,000	Publishing	15,550
1,000	Travel	0
0	Family Contact	13,560
5,500	Awards of Excellence	
1,950	Software, social media, online prog	0
3,000	Atty price list review	0
	NFDA	5,750
2,000	Other	0
895,763	Total Expenses	960,601
30,275	Net Income	-19,457

2015 GSG Budget

Revenue

2014		2015
102,000	Endorsed Suppliers	87,044
286,566	Merchandise Sales	252,324
46,561	Fluid Sales	43,608
99,768	Urn Sales	65,868
7,040	APASI	3,900
3,125	Promo/Ads	2,500
4,530	PreNeed insurance commission	0
4,700	Discounts	3,552
	Other	0
121,500	Investment Return	120,000
12,500	Interest & Dividends	372
100	Miscellaneous	0
500	Regional Sponsorship	0
	Online Shopping cart	3,750
	Aftercare Program	1,700
	Grief Counseling/Work Life	500
688,890	Total Revenues	585,118
	COGS	
234,984	Merchandise	212,880
38,180	Fluid	39,276
89,791	Urns	61,356
5,200	APASI	2,900
4,500	PEP	5,172
372,655		321,584

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Expenses

2014		2015
229,235	Payroll	208,036
17,292	Benefits Insurance	14,530
8,387	401(k)	8,989
1,600	Advertising	0
4,900	Credit card charges	6,000
	Access Financial invest mgmt fee	3,000
	Board Expense	600
2,300	Business Fees, Taxes, Licenses	3,340
4,200	IT & Internet Services	3,000
	Contract Labor, Outside Services	7,300
1,278	Depreciation	840
	Dues & Subscriptions	385
7,000	Equipment Leasing & Maintenance	5,160
	Insurance	2,568
5,200	Professional Services	5,000
50	Meals & Entertainment	0
1,800	Office Supplies	4,500
2,347	Postage & Freight	1,800
8,000	Telephone Service	7,200
16,620	Rent & Utilities	16,845
100	Travel	0
2,500	Development - New Business Services	0
1,000	Concierge/Research Resources	0
313,809	Total Expenses	299,093
2,426	Net Income	-35,559

OGR Membership Statistics



Membership Category	2015 (Through April 30)			2014		
	Total	New Firms	Resigned Firms	Total	New Firms	Resigned Firms
Total Funeral Homes	538	4	5	536	7	54
Main Firms	346	1	4	349	3	36
U.S.	334	1	4	347	3	36
Canada	12	0	0	12	0	0
Affiliates	180	2	1	177	1	18
U.S.	176	2	1	173	1	18
Canada	4	0	0	4	0	0
International	12	2	0	10	3	0
Individual Members	16	5	0	11	4	6
Auxiliary	6	0	0	6	1	1
Educator	3	0	0	3	0	1
Student	7	6	0	2	3	5
GSG Suppliers	63	1	0	63	8	10
Business Members	39	1	0	38	8	10
Endorsed Suppliers	4	0	0	4	0	0
Supply Partners	21	0	0	21	0	0
TOTAL	618	10	3	610	19	70

