

Langley Adams Library

Board of Trustees

Meeting Minutes 10/11/17

TOWN OF GROVELAND

2017 NOV 13 PM 6:14

TOWN CLERK

NOT RECORDED

- **Attendance:** Jay Collins, Barbara Gauvin, Charles Herman, Jamie Koulouras, Kathleen Prunier, Laurel Puchalski, Lee Thomas, Interim Director Darcy Lepore.
Absent: Christopher Shramko
Meeting was not recorded. Two members of the public were present
- **Call to order** at 6:00 p.m. by motion made by C. Herman, seconded by K. Prunier.
- **Minutes**
 - Minutes from 9/13/17 were unanimously approved as amended on a motion made by K. Prunier, seconded by C. Herman.
- **Director's Report** (see attached)
 - D. Lepore will call Donnegan representative Stephen Davis to purchase shelving with CPA grant ASAP for the archival storage.
 - K. Prunier will investigate the protocol to naming the Children's Room after Ryan J. Reardon, as put forth by representatives interested in fundraising for the honorarium. Representatives have been asked to return to next meeting to present their plans.
- **Adult Services and Outreach Coordinator Report**
 - Sue Nakanishi gave a report on upcoming programs. Her budget has almost been depleted.
 - It was unanimously voted to add \$1200 from State Aid to the Adult programming line on a motion made by C. Herman, seconded by K. Prunier.
 - Nichols Village has been sending a van to the LAL once a month with residents.
 - Copy machine is broken. D. Lepore presented various options and will again contact patron interested in donating.
 - Update on Museum passes was given. Peabody Essex Museum pass has been renewed. K. Prunier made the motion, seconded by L. Puchalski and unanimously voted to discontinue the pass for the Boston Children's Museum as the expense does not meet the usage.
 - Question was posed as to whether or not money has been received from the LAL's utility stock dividends and about money from the clothing donation drop box. D. Lepore responded that there have been no recent checks from either location.
 - B. Gauvin requested that the Income side as well as the Expenditure side of the Ledger sheet prepared by the Town Accountant be presented at our future meetings.
 - Discussion regarding book shed/book sales was held. J. Koulouras and C. Herman will prepare a schedule of things to be done and advertise for volunteers.

- No action has been taken on formation of a Foundation.

(D. Lepore left the meeting @ 6:55 p.m.)

- **Director Search**

- Discussion was held regarding making a decision to hire at this time.
- Unanimously voted to repost the position on the MBLC website for six weeks on a motion presented by J. Koulouras, seconded by K. Prunier.
- Interim Director and candidate D. Lepore will be given a list of job expectations the Trustees would like to see in the meantime.
- Search Committee Chair L. Thomas will contact the two candidates.

- **Treasurer's Report** (See attached)

- B. Gauvin distributed the statement received from Bartholomew Investment.

- **Other**

- Mary Lou Costello sent a letter of intent to BOS and will be on the BOS agenda for their 10/16 meeting to be appointed as Trustee.

- **Next meeting** will be held November 8, 2017 at 6:00 p.m., at the Library's Meeting Room

- **Meeting was adjourned** at 7:55 p.m. on a motion made by J. Koulouras, seconded by L. Puchalski, and voted by majority.

- Respectfully submitted,
- Laurel Puchalski, Secretary

Acting Library Director's Report
October 11, 2017
Langley-Adams Library

ARIS and Financial Report

The MBLC confirmed on Thursday, October 5th, that they received our Financial Report, Compliance Form, and budget documentation. In 2017, we more than met the materials budget goal, having used our allocated budget and state aid on materials. We are on track for the same result in Fiscal Year 2018.

Community Preservation

We have received potential layouts from Stephen Davis of Donnegan Systems. There is a Community Preservation meeting on Thursday.

Program Attendance Statistics

Event Attendance Summary

Reporting Period: September 1, 2017 through September 30, 2017

Library Sponsored Events
Events with or without Recorded Attendance

Department	Events	Hours	Children	Teen	Adult	Total
Unclassified	13	29.00	0	0	71	71
Adult	2	2.50	0	0	27	27
Children	18	20.25	154	5	92	251
Totals for Library Sponsored Events for Period	33	51.75	154	5	190	349

Touch-A-Truck was a huge success! Thank you to Lauren, Police Chief Jeffrey Gillen, and everyone else who made the event so great!

Programming

Sue will be in attendance to discuss adult programming.

Children's programming: We are again working with the various town departments on Pumpkin Fest, which will take place on October 26th. The library will be contributing games and crafts. We will also have guessing jars in the library filled with small toys and candy that the children will be able to pay attention to. We also have a few little toys from the dollar store, bookmarks, and pencils we will be giving kids on the 30th and 31st.

Future programming will be presented next month. So far themes for school vacation weeks have been decided on (December's will be a Library Spirit Week), and I have booked a puppet show for school vacation week in December. I am waiting to hear back about a few potential ideas before I present anything official.

Warrants

18-13 \$3,428.19 + \$438 = \$3,866.19

18-15 \$2,293.91 + \$350 = \$2,643.91

Total \$6,510.10

Printers

The copy machine is broken. I had Century Copier Specialists come and look at our copy machine and they told me that we need a replacement part called a board for the copy machine, but it is probably more worth it to get a new copier altogether. I have reached out to Barbara and Lee, as the treasurer and chair, and have been discussing our options with Richard Gauvin.

Ultimately, it is cheaper to get a copy machine that only allows use of standard and legal sized paper. The one we currently have allows use of ledger sized paper as well, but that is a feature that very rarely gets used. The quotes that we have been offered are attached.

I have contacted the patron I mentioned in my report last month to see if he's still interested in donating, even just a fraction of what a new copier/printer would cost, and I am waiting to hear back.

Miscellaneous

I have received a request from a patron, Sean Mahoney, that we dedicate the meeting room to a Groveland resident that passed away a few years ago. Here is the bulk of his email:

"Hello, I am a Groveland resident working in collaboration with some Bagnall teachers to find a way to permanently memorialize another Groveland resident. Ryan J Reardon lost a long battle with cancer at the age of 12 back in 2011. His mom, dad and brother still reside in town. Ryan's mother, Norma, has expressed that her biggest fear would be that people will forget about her son.

Since Ryan enjoyed books and history, my idea would be to name the children's room at Langley Adams after him. All funding would be raised privately so there be zero cost to the library. We are still in the idea phase of honoring Ryan and his family does not yet know anything is in the works."

If possible, I would like to move forward with this request and would like advice on how to proceed.

Attached:

Updated Budget Report

Color Printer Quote and Info – 2 documents

Parameters: Fiscal Year: 2018 Start Date: 7/1/2017 end: 10/11/2017

Ledger History - Variance - Expenditure Ledger

Account Number	Budget Encumbered	Transfer:		Journal Entry:		Receipt:		Payment:		Ending	% Var.
		This Period	To Date	This Period	To Date	This Period	To Date	This Period	To Date		
1001-610-51100-051-000-000	62,220.00	0.00	0.00	0.00	0.00	0.00	0.00	-15,283.08	-15,283.08	46,936.92	24.56
Library Director-Salary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-15,283.08	-15,283.08		
1001-610-51200-051-000-000	107,200.00	0.00	0.00	0.00	0.00	0.00	0.00	-20,359.72	-20,359.72	86,840.28	18.99
Library Staff Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-20,359.72	-20,359.72		
1001-610-51210-051-000-000	8,800.00	0.00	0.00	0.00	0.00	0.00	0.00	-2,518.10	-2,518.10	6,281.90	28.61
Part Time Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2,518.10	-2,518.10		
1001-610-52000-052-000-000	45,681.00	0.00	0.00	0.00	0.00	0.00	0.00	-16,332.68	-16,332.68	29,348.32	35.75
Library Materials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-16,332.68	-16,332.68		
1001-610-52120-052-000-000	1,020.00	0.00	0.00	0.00	0.00	0.00	0.00	-351.00	-351.00	669.00	34.41
Technology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-351.00	-351.00		
1001-610-52300-052-000-000	1,020.00	0.00	0.00	0.00	0.00	0.00	0.00	-832.92	-832.92	187.08	81.66
Programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-832.92	-832.92		
1001-610-52400-052-000-000	17,939.00	0.00	0.00	0.00	0.00	0.00	0.00	-17,225.00	-17,225.00	714.00	96.02
Dues	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-17,225.00	-17,225.00		
1001-610-52418-052-000-000	1,463.00	0.00	0.00	0.00	0.00	0.00	0.00	-156.34	-156.34	1,306.66	10.69
Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-156.34	-156.34		
1001-610-52702-052-000-000	4,080.00	0.00	0.00	0.00	0.00	0.00	0.00	-1,031.35	-1,031.35	3,048.65	25.28
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-1,031.35	-1,031.35		
2703-610-52000-052-000-000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-1,248.85	-1,248.85	-1,248.85	0.00
EXPENSE--Library State Aid	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-1,248.85	-1,248.85		
	249,423.00	0.00	0.00	0.00	0.00	0.00	0.00	-75,339.04	-75,339.04	174,083.96	30.21
10 Account(s) totaling:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-75,339.04	-75,339.04		

Century Copier Specialists, Inc.
P.O. Box #886
Plaistow, NH 03841
Attn: Mike McConnell
Phone: 382-3761
mike@centurycopiers.com

Langley Adams Library
185 Main St.
Groveland, MA 01834
Attn: Darcy Lepore
Phone: (978)372-1732
dlepore@langleyadamslib.org

September 21, 2017

\$1/Buy-out Lease

	Purchase Price	36 Mos Lease	48 Mos Lease
1) Equipment (reconditioned) Kyocera M6526cdn Color Mfp (28 copies per minute)	\$1,995	\$65/mo	\$52/mo
Includes: Document Feeder Duplexing Network Print & Scan Color Scanning Faxing/Network Faxing 1 – 250 Sheet Paper Drawer 1 – 100 Sheet Paper Bypass Letter & Legal Only Stand Trade In Of Copystar CS-4035			
Optional: Heavy Duty Surge Protector (if needed)	\$179	\$6/mo	\$5/mo
2) Service & Supplies (optional) Includes all parts, labor, & supplies based on 20,000 black copies per year, excess to be billed at .012 per copy, color to be billed at .08 per copy, excludes paper & staples only. Must be on an approved heavy duty surge protector to cover electronic boards.	Black: \$33/mo in a lease or \$395/year Color: Billed at .08 per copy		
3) Set Up/Delivery/Installation/Training	included		

Note: Has approx. 9,100 black & 12,000 color copies on it !



› PRINT › COPY › SCAN › FAX

ECOSYS M6526cdn

COLOR MULTIFUNCTIONAL
PRINTER

ECONOMICAL.
ECOLOGICAL.
ECOSYS
TECHNOLOGY.



The **ECOSYS M6526cdn** color multifunctional network printer packs power and flexibility in a small footprint. With outstanding business color output and the convenience of one device for your print, copy, scan and fax needs, it supports business workgroups of all sizes. Whether you are printing multipage color reports or attention-getting proposals, the result is consistent, professional output at speeds up to 28 pages per minute in black and color. Add to that ECOSYS long life consumables, wireless printing capabilities and an array of productivity boosting network capabilities, and you've got everything you need for efficient, cost effective document imaging.

- › Fast Output Speed of 28 Pages per Minute in Color and Black
- › Standard Color Print, Copy, Scan and Black & White Fax
- › Standard 50 Sheet Document Processor
- › Standard Duplex and Gigabit Ethernet
- › ECOSYS Long Life Consumables
- › Standard USB Host Interface for On-the-Go Printing and Scanning
- › Wireless Printing Capable
- › Apple AirPrint™ Enabled for a Mobile Printing Solution

 **KYOCERA**
Document Solutions

ECOSYS TECHNOLOGY

KYOCERA's objective is to manufacture superior products with a low Total Cost of Ownership (TCO) and minimize the impact on the environment. ECOSYS printers incorporate a patented long life drum which is separate from the toner container, eliminating drum replacement when toner is depleted – and reducing landfill waste. ECOSYS printers provide a printing solution that incorporates long life consumables and one of the lowest costs per print. The operating costs of traditional cartridge-based printers can easily exceed many times the original purchase price during the life of the product.

BASIC SPECIFICATIONS

Configuration:

Color Multifunctional Printer • Print / Scan / Copy / Fax

Pages per Minute:

Black • Letter: 28 ppm, Legal: 23 ppm, A4: 26 ppm;
Color • Letter: 28 ppm, Legal: 23 ppm, A4: 26 ppm

Warm Up Time: 29 seconds or less from main power on

First Page Out: Copy: 10 seconds Black, 12 seconds Color;

Print: 9 seconds Black, 10.5 seconds Color

Display: 5 Line LCD Screen with hard key control panel

Resolution: 600 x 600 dpi, 9,600 x 600 multi bit
interpolated resolution

Memory: Standard 1 GB, Upgradable to 2 GB

Hard Disk Drive: Optional HD-6 (32 GB SSD);
Optional HD-7 (128 GB SSD)

Duplex: Standard Stackless Duplex Supports Statement to Legal
(5.5" x 8.5" - 8.5" x 14"), 16 lb Bond - 90 lb Index (60 - 163gsm)

Standard Output Tray: Statement • Legal: 150 Sheets

Dimensions / Weight: 20.2" W x 21.7" D x 22.8" H / 80.7 lbs

Maximum Monthly Duty Cycle: 65,000 Pages per Month

POWER CONSUMPTION

Electrical Requirements: 120V, 60Hz, 8.9A

Maximum (including options): 120V: 1,297 W

Printing: 120V: 440 W

Ready Mode: 120V: 76 W

Sleep Mode: 120V: 3 W

Power Off: 120V: 0.1 W

PAPER SUPPLY

Standard Paper Sources: Single 250 Sheet Drawer,
50 Sheet Multipurpose Tray

Optional Paper Sources: Up to two (2) optional 500 Sheet
Paper Drawers can be added; Single 500 Sheet Drawer (PF-520),
Single 500 Sheet Multipurpose Drawer (PF-530)

Paper Capacity: Standard: 300 Sheets; Maximum: 1,300 Sheets

Paper Size:

Drawers: 5.5" x 8.5" - 8.5" x 14" (Statement to Legal)
MPT: 2.8" x 5.8" - 8.5" x 14"

Paper Weight:

Standard Drawer: 16 lb Bond - 90 lb Index (60 - 163gsm);
MPT: 16 lb Bond - 120 lb Index (60 - 220gsm)

Input Materials:

Drawers: Plain Paper, Bond Paper, Recycled Paper, High Quality;
MPT: Cardstock, Transparencies, Labels, Envelopes

SECURITY SPECIFICATIONS

Standard: Local Authentication, Network Authentication, IPsec,
SNMPv3, IEEE802.1x, IPP over SSL/TLS, HTTP over SSL/TLS,
FTP over SSL/TLS, SMTP over SSL/TLS, POP3 over SSL/TLS,
Enhanced WSD over SSL/TLS, LDAP over SSL/TLS

Specifications and design are subject to change without notice.

For the latest on connectivity visit

www.kyoceradocumentsolutions.com/us.

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KYOCERA Document Solutions America, Inc.

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IC# 855D400396

HARNESS THE POWER OF YOUR ECOSYS PRINTER
WITH CUSTOMIZED BUSINESS APPLICATIONS



KYOCERA MOBILE PRINT: Simply and conveniently print files,
web pages, and images using your smartphone or tablet.



APPLE AIRPRINT: Driverless printing from iOS and OS X products
to select KYOCERA devices.



COMMAND CENTER RX: View toner levels, paper availability and
device status via users' Web browser.



PRESCRIBE: Create, store and print frequently used forms directly
from a KYOCERA printer.

PRINT SPECIFICATIONS

Standard Controller: PowerPC 4655 / 667MHz

PDLs / Emulations: PRESCRIBE, PCL6 (PCL5e/PCLXL/PCL5c),
KPD3 (PS3), XPS

Fonts: 93 Scalable Fonts for PCL/Postscript, 93 Fonts for KPD3,
8 Fonts for Windows Vista, 1 Bitmap Font

Windows OS Compatibility: Windows XP/Vista/7/8/8.1/Server
2003/Server 2008/Server 2008 R2/Server 2012/Server 2012 R2

Mac OS Compatibility: Mac OS 10.5 and later, AirPrint Enabled

Interfaces: Standard: 10/100/1000BaseTX, Hi-Speed USB 2.0,
2 USB Host Interfaces, 1 Expansions Slot;

Optional: 10/100/1000BaseTX (IB-50 for Dual NIC);

Optional IEEE 802.11 b/g/n (IB-51 for Wireless LAN Interface)

Network Print and Supported Protocols: TCP/IP, IPv4, IPv6;
HTTP, LPD, FTP, IPP, RawPort, LPT, SMTP, DHCP, SMTP, POP3,
DNS, SNMPv1/v2, WSD

Drivers: KX Driver, Mini Driver, KX Driver for XPS, Network Fax
Driver, PPD for MAC

Utilities: KYOCERA Net Admin, KYOCERA Net Viewer, KYOCERA
Net Direct Print, Command Center RX

Document Box: Job Box for RAM based Private Print, Proof
and Hold, Job Storage*, Quick Copy*, Removable Memory for
Print-From / Scan-To USB

PDF Extension: High Compression PDF, Encrypted PDF (print only)

SCAN SPECIFICATIONS

Scan Type: Color and Black & White Scanner

Scan Resolution: 600dpi, 400dpi, 300dpi, 200dpi, 200x400dpi,
200x100dpi

File Formats: Black and White: TIFF, XPS, PDF, PDF/A;

Color: TIFF, JPEG, XPS, PDF, PDF/A, High Compression PDF

Scan Speeds: Mono: 300 dpi - 35 lpm Simplex;

21 lpm Duplex; 600 dpi - 25 lpm Simplex; 15 lpm Duplex;

Color: 300 dpi - 25 lpm Simplex; 15 lpm Duplex;

600 dpi - 13 lpm Simplex; 8 lpm Duplex

Connectivity / Supported Protocols:

10/100/1000BaseTX, TCP/IP; Hi-Speed USB 2.0

Scanning Functions: Scan to Folder (SMB), Scan to e-Mail,
Scan to FTP, Scan to FTP over SSL, Scan to USB, WSD Scan,
TWAIN/WIA Scan

Original Size: Through DP: Statement to Legal

(5.5" x 8.5"-8.5" x 14");

Glass: up to 8.5" x 14"

Drivers: TWAIN Driver, WIA Driver

COPY SPECIFICATIONS

Image Mode: Text, Photo, Text/Photo, Map, Printer Document

Continuous Copy: 1-999 / Auto Reset to 1

Additional Features: Auto Magnification, Auto Paper Select,
Auto Start, Auto Drawer Change, Priority Copy, Job Programs

Job Management: 100 Department Codes, Job Programs,
Shortcut Keys

Magnification / Zoom: Full Size, 7 Reduction, 5 Enlargement
Preset Ratios, 25 - 400% in 1% step increments

DOCUMENT PROCESSOR

Type / Capacity: Standard Reversing Automatic Document
Processor / 50 Sheets

Acceptable Originals: 5.5" x 8.5" - 8.5" x 14"

Acceptable Weights: Simplex: 13 - 32 lb Bond (50 - 120gsm),
Duplex 13 lb Bond - 60 lb Index (50 - 110gsm)

FAX SPECIFICATIONS

Compatibility / Data Compression:

ITU-T Group 3 / MH, MR, MMR, JBIG

Transmission Speed / Modem Speed:

3 Seconds or less per page / 33.6 kbps

Fax Memory: 3.5 MB

Driver: Network Fax Driver

Fax Functions: Duplex Transmission/Reception, One Touch
Dial (22 numbers), FAX/TEL Switching, Sequential Broadcast
(up to 100 parties), Quick Dial (200 numbers), Fax Reports

PAPER HANDLING OPTIONS

Up to two (2) PF-520/530 Drawers can be installed

PF-520 PAPER FEEDER

Paper Capacity: 500 Sheets

Paper Size / Weight: Letter, Legal, Statement, A4, A5, B5,
Custom / 16 lb Bond - 90 lb Index (60 - 163gsm)

Dimensions / Weight: 15.4" W x 20.3" D x 4.6" H / 9.5 lbs

PF-530 PAPER FEEDER

Paper Capacity: 500 Sheets

Paper Size / Weight: Letter, Legal, Statement, A4, A5, B5,
Custom / 16 lb Bond - 120 lb Index (60 - 220gsm)

Dimensions / Weight: 15.4" W x 20.3" D x 4.6" H / 11.3 lbs

ADDITIONAL OPTIONS

Memory: 1 GB via 144 pin DDR3 SDRAM DIMM

HDD: HD-6: 32 GB SSD; HD-7: 128 GB SSD

Wireless LAN: IB-51: IEEE 802.11 b/g/n

Additional NIC: IB-50 Gigabit NIC

Security: Card Authentication Kit(B)

*Requires Optional HDD



Adult Programs that charged/paid for May-September 2017

May 25 th	Alison O'Leary (So Close to Home author)	\$100
June 5 th	Chris Schadler (coyotes)	\$250
July 10 th	Marianne Russo (Jane Austen Tea Time)	\$150
July 17 th	Wheel of Austen	\$150
July 31 st	Price Grisham (Jane Austen talk)	\$50
Aug.17 th	Rick Beyer (Rivals Unto Death)	\$150
Aug.21	William Hallet (Civil War Presidents)	\$100
*Sept. 27	Maureen Boyle (Shallow Graves)	\$50

Total spent so far: \$1000 (out of the \$1200)

*This was an unplanned expense

Coming up:

Oct. 30	Ann McClellan (Sherlock Holmes)	\$137.50 (\$275 to be split btw Adult & Youth)
Nov. 13	Aileen Kelly (Vintage Women's Uniforms)	\$50
Dec	TBS Annual Garden Club Wreath Making	TBA

Jan-June So far programs planned are NOT charging

Looking ahead, wheels are going for another themed month &/or summer-since Jane Austen was such a hit (Louisa May Alcott? Local products i.e. Fluff, Chocolate Chip Cookie inventor, etc)

Account Overview

CHANGE IN ACCOUNT VALUE	Current Period	Year-to-Date
BEGINNING VALUE	\$119,827.75	\$0.00
Additions and Withdrawals	\$0.00	\$119,959.14
Income	\$56.63	\$59.48
Taxes, Fees and Expenses	\$0.00	\$0.00
Change in Value	(\$345.16)	(\$479.40)
ENDING VALUE (AS OF 09/30/17)	\$119,539.22	\$119,539.22
Total Accrued Interest	\$333.52	
Total Pending Accrued Dividends	\$29.00	
Ending Value with Accrued Interest and Dividends	\$119,901.74	

Refer to Miscellaneous Footnotes for more information on Change in Value.

Pending dividends and stock distributions reflect projected values only, are subject to change and may not represent the actual amount, if any, that you may receive. This information is provided for informational purposes only and should not be relied on for tax reporting or other purposes.

INCOME	Current Period	Year-to-Date
TAXABLE		
Taxable Dividends	\$4.13	\$6.98
Taxable Interest	\$52.50	\$52.50
TOTAL TAXABLE	\$56.63	\$59.48
TOTAL INCOME	\$56.63	\$59.48

Taxable income is determined based on information available to NPS at the time the statement was prepared, and is subject to change. Final information on taxation of interest and dividends is available on Form 1099-Div, which is mailed in February of the subsequent year.

ACCOUNT ALLOCATION



	Percent	Prior Period	Current Period
Money Markets	2.8 %	\$37,431.83	\$3,389.00
Equities	5.2	\$6,042.28	\$8,130.13
Fixed Income	92.0	\$76,353.64	\$110,020.09
TOTAL	100.0 %	\$119,827.75	\$119,539.22

Account Allocation shows the percentage that each asset class represents of your total account value. Account Allocation for equities, fixed income, and other categories may include mutual funds and may be net of their position. NPS has made assumptions concerning how certain mutual funds are allocated. Closed-end mutual funds and Exchange Traded Products (ETPs) listed on an exchange may be included in the equity allocation. The chart may not reflect your actual portfolio allocation. Consult your broker/dealer prior to making investment decisions.

