

## **NFHR BOARD OF DIRECTORS MEETING MINUTES**

**Wednesday, November 8, 2023, 6:00 PM (Mountain Time)**

**CALL MEETING TO ORDER:** 6:04 MST

**ROLL CALL:** Kelsey Sayers (President), Cherrie Nolden (Vice President and Secretary), Cynthia Madden (Treasurer), Bonnie Morris, Holly Durst, Lisa Otten, Margaret Bogie; Jeanne Poirier (Registrar), Jim Raabe (excused)

**RATIFY MOTIONS and Items APPROVED BY EMAIL and at the October BOD meeting:**

- Ratify the appointment of Holly Durst to fill Sara's open position, with the term ending December 31, 2024. Approved unanimously by the Executive Committee 11/3/23 at 3:46 pm CST. Motion by Cherrie and seconded by Jim "to accept Holly's bio and appoint her to fill Sara Jongsma's term on the BOD." 5 ayes, 1 nay, 11/4/23 at 1:11 pm CST.
- Ratify the Board email leak statement approved by the Executive Committee (Attachment 1).
- Ratify the election of Kelsey to fill President office. Kelsey nominated by Cherrie, Lisa nominated by Margaret. 5 votes for Kelsey, 2 for Lisa on 10/30/23 at 11:05 am CST.
- Ratify the election of Cherrie to fill Vice President office. Cherrie nominated by Kelsey, Lisa nominated by Margaret. 5 votes for Kelsey, 2 for Lisa on 10/30/23 at 11:05 am CST.
- Ratify the approval of the July minutes (motion by Kelsey, seconded by Cady, 7 votes aye, 0 votes nay, 8/29/23) and September minutes (motion by Jim, seconded by Kelsey, 6 ayes, no nays on 10/3/2023 via email)
- Ratify the Fall Membership Letter Motion by Cherrie, seconded by Bonnie, 5 votes aye, 0 votes nay. 11/2/23, 8:40 pm CST
- Ratify the Life Member Donation Letter Motion by Cynthia, seconded by Cherrie 5 votes aye, 0 votes nay. 10/29/2023 at 10:55 pm CST via email.
- Ratify the proposed amendments to the RoR and Bylaws, vote via email on 9/22/23 at 8:08 pm CST, Motion by Sara, seconded by Cherrie. 6 aye, 1 nay, Sara the president didn't vote.
- Ratify the approval of Legal Fees payments by the Executive Committee
- Ratify Bonnie Morris chairing the Fundraising Committee. Moved by Kelsey, seconded by Cherrie via email on 10/20/23, voted on at the 10/23/23 working meeting with 5 ayes, 2 nays.
- Ratify the approval of registered Fjord data being sent to Cherrie to produce a chart of change in COI by year, in the same manner as the Norwegians have done. Motion by Cynthia, seconded by Bonnie, approved unanimously 10/24/23 at 7:09 pm CST via email.

- Ratify notification of FjHI that we do not have any medals and want to order 4 for the 2024-2025 year. Motion by Cherrie, seconded by Cynthia. Accepted by acclimation.
  - Accepted suggestions for the ratification list from the Agenda presented at the meeting:
    - Addition of motion and vote count to each item
    - Modification of 'nomination' to 'elected' was made for officer elections.
    - Removed reference to any motions not listed here
    - Acceptance of resignations of Sara and Cady was removed
    - Abstentions were removed per RONR
  - Motion to table all items was made by Margaret, second by Lisa. 2 in favor, 5 against, motion failed.
  - Motion to ratify all moved by Cherrie, seconded by Cynthia. 2 against, 5 in favor, motion passed.

## **STANDING ANNOUNCEMENTS**

- BOD priorities for the rest of 2023:
  - Improve membership - BoD relations
  - Promotion of the Breed
  - Improve Governance
  - Fundraising
- There will be 3 open BOD positions at the end of 2023
  - **Votes must be postmarked by November 17<sup>th</sup>**
- Proposed Bylaws changes are out for voting and due November 17<sup>th</sup>  
Proposed changes can be viewed here:  
[https://www.nfhr.com/catalog/nfhrreports/2024\\_proposed\\_bylaws.pdf](https://www.nfhr.com/catalog/nfhrreports/2024_proposed_bylaws.pdf)
- Annual F2F is scheduled for February 2-4, 2024 in Denver CO

## **APPROVAL OF PREVIOUS MINUTES:**

- Meeting minutes from 9/20/2023. Ratified above.

## **PRESIDENT'S REPORT:**

Tonight's meeting will, starting now, be run under a more formal version of Robert's Rules of Order with time limits on comment periods to allow each person time to speak. We are also going to have stricter rules about interrupting others. If any member speaks without being asked or without raising his or her hand they will be muted. If it happens again that member will be put in the waiting room for 5 minutes, and so on.

The NFHR BOD has had a rough year. I would like to thank Cady Miller and Sara Jongsma for their service to the board under very stressful conditions. I would also like to welcome Holly Durst to the board. Since being on the NFHR board I have seen good people be bullied and berated while they are trying to do good for this organization not

just by members, but by board members as well. I have seen these people be threatened and abused to the point of resignation. There have now been 5 resignations this year. As your third President this year I am vowing that this ends now. There has been too much destruction, too many people hurt, and too much time wasted. I promise to get as much done as possible in the two months I have as President.

The NFHR has now paid in \$8,262.50 in legal fees. \$6,700 of this has been covered by generous donors, but the donations have now been exhausted. Many members have asked why we are requiring the services of a lawyer. It goes back to what the board members have suffered this year. Not only have they been berated nonstop but they have also been serving on the board with the constant threat of a lawsuit against the NFHR looming over them. We have taken steps and are taking more steps to stop this abuse of board members. We are committed to doing the right thing. There is a possibility this board member could sue the NFHR. If this happens it could result in the bankruptcy of the Registry. I hate to be the one to finally deliver this news to you, but I feel it is my fiduciary duty.

With all that being said, I have faith in the majority of this board. They are good people with good intentions. I hope the membership can rally behind us and believe in us as we strive to do what is right for this wonderful registry.

Kelsey Sayers  
NFHR President

### **REGISTRAR'S REPORT:**

2023 Foals presented for registration: 101  
2022 Foals – 139

2023 Transfers of ownership & Leases recorded: 203, 5 Leases (down 10% same date range last year (1/1 – 11/8))  
2022 Transfers of ownership & Leases recorded: 227, 7 Leases

2023 Membership Totals: 637 (down 5.2% from 2022)  
2022 Membership: 672

86 members have successfully logged into the new Membership Portal

Phase II of the New Data base – Customer Portal: We have released Phase II, a new Customer Portal and Pedigree Website. This new site will replace the existing Pedigree Site by the end of the year.

The Customer Portal will allow members to:

- Update their customer record (address, phone, email, privacy settings)
- View and manage all the horses they currently own
- Upload images of horses they currently own

- Report horses they own as gelded or deceased
- View members only messages from the office
- Access the Fjord Herald electronic version
- Access the new Pedigree Website
- We are also currently working on the ability to let owners initiate registrations and transfers, as well as file Stallion Service reports directly with the office.

In order to use the new Customer Portal, you will need to set up a new login using the current email address you have on file with the office. Please correct your email address or add to your renewal form. If you do not supply us with this information, then your login information will be inaccurate and could lead to problems for you gaining access to the portal.

Please contact Jeanne [jeanne@nfhr.com](mailto:jeanne@nfhr.com) with any problems/questions. She is working closely with the Database Developer and will get your questions answered in a timely manner. One suggestion; please be sure to check your spam folder if you don't receive your confirmation email.

#### **TREASURER'S REPORT:**

Checking account: \$ 9,750.00

Savings account: \$ 18,328.19

Attached is a P&L and Balance Sheet through October. You will note that we have a net income of \$ -3,972.38. To see the reason for this, you need only to look at Jeanne's report, which notes the smaller numbers for 2023 in total members, total registrations and other fees for services, etc. while operating costs remain relatively static. This is due to the economy, not any NFHR actions. These issues can be addressed, which is why I think the Membership Committees and the new Promotion Committee are so important to our future.

*WHAT I WOULD LIKE TO MAKE CLEAR is that the NFHR is not bankrupt or even close to it. We have a savings account of \$18,328.19 on which to draw if needed to cover any year-end shortfall.*

I am as disappointed as anyone else in this year's financials, but it is not by any means a permanent or unrecoverable position. Due to the fact that I just got these figures today, I have not had time to project to year-end, which I will work on as time permits.

We are having a positive response to the request to Life Members (2018 and before) to consider resuming annual dues. I cannot express enough how offering Life Memberships has weakened our income sources each year, which would have given the NFHR a much healthier income over the years. I want to express my gratitude to those members who have responded to the request to consider resuming annual dues.

I am confident that the NFHR's membership will continue their support and that 2024 will be a better year as we recognize and address the kinds of issues any organization of our nature faces in these times.

Attached is the P&L (Attachment 2), the Balance Sheet (Attachment 3), and the Budget vs. Actual Sheet (Attachment 4).

#### **OLD / UNFINISHED BUSINESS:**

- Executive Committee - Continued a review of agenda items from F2F to present and complete items that were deferred or laid on the table, or otherwise left incomplete.

#### **COMMITTEE UPDATES:**

- **Awards Committee:** Chair Open.
- **Breeders Committee:** Cherrie Nolden- The Fjord data was approved by the BOD to be sent to Cherrie, encrypted, for analysis and production of a COI trend chart that is calculated in the same way as the Norwegians have done for Fjords in Norway. Cherrie is working with Rachel White on grants for Fjord genetic diversity preservation with the resulting COI chart. Cherrie shared a post on Facebook of the details and results of the Danish evaluation system for one class of Fjords. There has been no other activity on the committee.
- **Elections Committee:** Kelsey Sayers
  - BOD nominations opened Aug 1; Bios due Aug 31
  - 10 received and accepted - Denny Cox, Sammi Korinek (withdrew), Jim Raabe, Jessica Reuterskiold, Bonnie Morris, Kelly White, Denise Klingler, Michael "Steve" Sessoms, Cynthia Madden, and Rachel White
  - Election Period October 1 - November 17
  - Town Hall Occurred October 17, 2023 at 6pm (MST)
  - Please send in your question suggestions to [townhall@nfhr.com](mailto:townhall@nfhr.com) no later than October 1, 2023
- **Bylaws Review Committee:** Margaret Bogie- Bylaws has nothing to report. We are waiting until the voting on current amendments ends.
- **Education Committee:** Cherrie Nolden- An article was submitted to the Fall issue of the Fjord Herald on making a 3D model of your Fjord for assisting in finding saddles that fit. The membership survey is underway and closes on November 17, so members should respond to the survey if they haven't already. Please go to this link ([https://umaine.qualtrics.com/jfe/form/SV\\_eyt4CWTLoqQOVam](https://umaine.qualtrics.com/jfe/form/SV_eyt4CWTLoqQOVam)), or scan the QR code to fill out the membership survey. We want your input! The survey will be closed on Friday November 17th, for a total of eight weeks of data collection. We are interested in input from current members, past members and others who are interested in Fjords. Those wanting paper copies of the survey should contact the NFHR office ([jeanne@nfhr.com](mailto:jeanne@nfhr.com)) for a mailed version. Cherrie is working with

Bonnie and Rachel White on educational grants.



- **Evaluation Committee:** Lisa Otten - Andrew Hinrichs, one of the NFHR's evaluator candidates, was able to attend the Rixeyville evaluation. This evaluation included conformation and movement, ridden performance and Family Fjord tests. Andrew acted as the scribe for Beth Beymer and Melissa Boyd, our NFHR evaluators, and as such was present and active in all their discussions. The Evaluation Committee has received favorable reports from Beth and Melissa. The Evaluation Committee would like to request that the NFHR BOD approve the Rixeyville evaluation to count as Andrew Hinrichs' first evaluation training event. So, I would like to move (motion) that the Rixeyville evaluation counts as Andrew Hinrichs first evaluation training event. Lisa moved to approve, Cynthia seconded. Passed unanimously. Other news from the Evaluation Committee is that the next Herald will include articles on the new linear evaluation system and the Rixeyville evaluation. The videos funded by the Virginia Horse Industry Board grant are nearing completion and will be available soon for viewing. The committee has started 2024 planning. If you are interested in hosting an evaluation or participating on the committee, please send an email to Jeanne or myself, Lisa Otten
- **Executive Committee:** Kelsey Sayers (Officer)- met and gone over life members and letter to membership, consulted to fill the term of Sara Jongsma.
- **Finance Committee:** Cynthia Madden- would like to have volunteers for the committee
- **Herald Committee:** Jim Raabe - Not in attendance
- **Membership and Promotion Committee:** Bonnie Morris and Kelsey Sayers- Nothing to report at this time
- **Fundraising Committee:** Bonnie Morris- will be presenting a plan if elected, to present at the F2F
- **Promotions Committee:** Jim Raabe – Cady and Jim organized a Halloween costume contest, which is nearly completed, and there will be an article or pictures in the Herald.
- **Fjord Horse International Liaison Report:** Cherrie Nolden- The International Virtual Fjord Horse Show closed entries on October 1 and judging will begin shortly. One of our evaluator trainees, Andrew Hinrichs is one of the Judges for this international show. Another grant was received to collect more hair samples from all living stallions in Norway or from Norway for the FeNomen Project to assess genetic reasons for the slightly low fertility of Fjords in Norway. The International Virtual Fjord Horse Show is in the judging stage. Another virtual Evaluator Education Clinic is being worked on. COI information has been requested from all countries for their Fjord populations. PDFs of each Registry's

magazine are requested to be sent to the FjHI Board members so the countries can understand what is happening abroad and work together better. The Red Book with the Fjord Standard, published by FjHI, is in review for updates to better match the breed description of Norway, which was adjusted last year. FjHI provides medals for the top horses at evaluations and has requested that member countries send requests for the medals needed for the 2024-2025 year. An international online breeding conference for the member countries is in consideration.

## **NEW BUSINESS:**

- Fjord Horse International Liaison proposal to provide PDFs of the Fjord Herald to the members of the Fjord Horse International Board. They have requested this of all countries that are Board members.
  - Move to approve PDFs of Herald issues to be sent to FjHI, per their request, motion made by Cherrie, Lisa seconded, passed unanimously.
- VHIB Video Update – Lisa – The Evaluation Committee is excited to be sharing the production of 4 evaluation performance videos (Intro Riding, Family Fjord Foundation, Driving, and Riding) are getting close to completion. The Evaluation Committee will be working with BOD to post the videos in the near future. If this is received well, the Evaluation Committee may submit an application for a 2024 VHIB grant to develop additional videos for driving and draft.
- Complaint and Disciplinary Action Policy – Bonnie, Attachment 5 – new proposal, please provide input via email. Lisa volunteered to be involved.
- Whistleblower Policy – Cynthia – is a new item. Attachment 6. Cynthia moved to table. Cherrie seconded. Passed unanimously.

Business Meeting ended at 6:49 pm MST

Membership Comment and Question Period

Members in attendance: Joni Sherwood, Wendy Luscombe, Holly Smith, Penny Booker, Kelly White, Heleen Giesbers, Tom Snyder, Nancy Martinson, Carrie Reavis, Taylor Sample, Gloria Waro, Tricia Shaddock, Janice Scandrett, Carol Cox, Denny Cox, Billie Jo Hatton, Beth Beymer, Jessica Reuterskiold, Denice Klinger, Rachel White, Mary Neill, Teressa Kandianis, Nancy Martinson, Dea White, Sara Jongsma, Michael Melbye, Marki Palmer, Maria Meister.

**NEXT MEETING:** (Zoom meeting details on NFHR website) January 10<sup>th</sup>, 6 pm Mountain time

## **MEETING ADJOURNED**

Motion made by Bonnie, seconded by Lisa, approved unanimously at 6:55 PM MST.

**Attachment 1**

## EMAIL LEAK STATEMENT FROM THE NFHR:

The NFHR board members and some other NFHR members received a zip file that contained a selection of NFHR emails. This was not a data breach. This was a leaked set of board emails.

We have verified with the database developer that there has been no breach in the NFHR database. After consulting our lawyer, we have concluded that there is nothing we can do about this leak of emails, nor will we likely ever learn who took them, nor how they were taken, so we will not be pursuing this issue further. We aim to focus on work for the Registry, not to be distracted by events that we feel were intended to create more drama.

NFHR Executive Committee

**Attachment 2**

Balance Sheet

**Attachment 3**

Profit and Loss Statement

**Attachment 4**

Budget vs Actual

**Attachment 5**

Disciplinary Action Proposal

**Attachment 6**

Whistleblower Policy Proposal

**Attachment 7**

Legal Fees Update, from President's address

The donors' funds have been exhausted. Paying this invoice will mean we have paid the lawyer a total of \$8,262.50. We've received donations towards this legal expenditure that total: \$6,700.00. So, as of today, the NFHR will be out \$1,562.50 on legal fees, with the donations we've received towards the legal fees. We have more invoices coming.

The exact numbers for the lawyer's bills, including the donations received:

Total invoiced by lawyer (to date): \$8,262.50 (\$2,187.50 to be paid by end of November)

Total Donations towards legal fees: \$6,700.00

**Attachment 8**

NFHR Appointment of Board Members Process

The NFHR Bylaws, the Vermont Statutes for Non-profit Corporations, and Robert's Rules of Order give the NFHR Board the right to appoint. There is no direction or policy



on how those appointments are made. There is no official precedent. Appointments are the choice of the majority of the seated Board. There is no bylaw, policy or statute that requires the BOD to provide an explanation or reasons for choosing or not choosing any particular member to be appointed to the BOD.

Attachment 2  
Norwegian Fjord Horse Registry, Inc.

Balance Sheet  
As of October 31, 2023

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 US Bank Checking	6,590.18
1015 US Bank Money Market-2573	0.00
1020 Bank of America CD	0.00
2036866 US Bank Savings-0218	18,328.19
A/D Fixed Assets	0.00
<b>Total Bank Accounts</b>	<b>\$24,918.37</b>
Accounts Receivable	
1200 Accounts Receivable	140.00
<b>Total Accounts Receivable</b>	<b>\$140.00</b>
Other Current Assets	
1022 Undeposited Funds	2,335.00
AR Other	0.00
Uncategorized Asset	0.00
<b>Total Other Current Assets</b>	<b>\$2,335.00</b>
<b>Total Current Assets</b>	<b>\$27,393.37</b>
Fixed Assets	
1040 Fixed Assets	0.00
1050 A/D Fixed Assets	0.00
<b>Total 1040 Fixed Assets</b>	<b>0.00</b>
<b>Total Fixed Assets</b>	<b>\$0.00</b>
Other Assets	
1060 Organization Fees	0.00
<b>Total Other Assets</b>	<b>\$0.00</b>
<b>TOTAL ASSETS</b>	<b>\$27,393.37</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	2,887.00
<b>Total Accounts Payable</b>	<b>\$2,887.00</b>
Other Current Liabilities	
2100 Payroll Liabilities	8.23
PPP Loan	0.00
<b>Total Other Current Liabilities</b>	<b>\$8.23</b>
<b>Total Current Liabilities</b>	<b>\$2,895.23</b>
<b>Total Liabilities</b>	<b>\$2,895.23</b>

# Norwegian Fjord Horse Registry, Inc.

## Balance Sheet

As of October 31, 2023

	TOTAL
Equity	
3900 Retained Earnings	28,470.52
Net Income	-3,972.38
<b>Total Equity</b>	<b>\$24,498.14</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$27,393.37</b>

## Norwegian Fjord Horse Registry, Inc.

## Profit and Loss

January - October, 2023

	TOTAL
Income	
4000 AWARDS	10.00
4000.03 Register of Excellence	50.00
<b>Total 4000 AWARDS</b>	<b>60.00</b>
4002 Discounts given	-270.00
4005 Sales of Product Income	
4005.08 Shipping Income	110.59
<b>Total 4005 Sales of Product Income</b>	<b>110.59</b>
4010 EVALUATION COMMITTEE	
4011 Donations	1,805.00
4015 Evaluations	3,775.00
<b>Total 4010 EVALUATION COMMITTEE</b>	<b>5,580.00</b>
4020 NFHR OPERATIONS	
4020.01 Dividends and Interest	3.69
4020.02 Memberships	
4020.03 Individual Membership	925.00
4020.05 Family Membership	3,280.00
4020.08 Life	1,400.00
Gift Memberships	840.00
Individual Memberships	8,795.00
<b>Total 4020.02 Memberships</b>	<b>15,240.00</b>
4020.13 Web Site	
4020.14 Links	210.00
<b>Total 4020.13 Web Site</b>	<b>210.00</b>
<b>Total 4020 NFHR OPERATIONS</b>	<b>15,453.69</b>
4030 PROMOTIONS	
4030.01 Donations	1,199.61
<b>Total 4030 PROMOTIONS</b>	<b>1,199.61</b>
4035 PUBLICATIONS	
4040 Herald	
4040.01 Classified Ads	170.00
4040.02 Subscriptions	2,586.00
4040.03 Display Ads	2,800.00
4040.04 Farm Listings	1,400.00
4040.05 Friend of Fjord Herald Donations	1,237.00
4040.06 Back issues	437.50
<b>Total 4040 Herald</b>	<b>8,630.50</b>
<b>Total 4035 PUBLICATIONS</b>	<b>8,630.50</b>
4060 REGISTRAR	
4060.01 DNA Recording	390.00
4060.03 Lease Recording	140.00

# Norwegian Fjord Horse Registry, Inc.

## Profit and Loss

January - October, 2023

	TOTAL
4060.04 Semen Transfer Permits	105.00
4060.06 DNA Kits	5,441.25
4060.07 Lost Registration Certificates	490.00
4060.08 Registrations	6,210.00
4060.09 Transfers	10,935.00
<b>Total 4060 REGISTRAR</b>	<b>23,711.25</b>
4095 MEMBERSHIP COMMITTEE	
4095.01 Donations	4,050.00
<b>Total 4095 MEMBERSHIP COMMITTEE</b>	<b>4,050.00</b>
Uncategorized Income	1.00
<b>Total Income</b>	<b>\$58,526.64</b>
<b>GROSS PROFIT</b>	<b>\$58,526.64</b>
Expenses	
5005 COST OF GOODS SOLD	
5005.04 PayPal Fees	1,645.32
<b>Total 5005 COST OF GOODS SOLD</b>	<b>1,645.32</b>
6015 EVALUATION COMMITTEE-	1,788.00
6018 Evaluation Supplies-General	60.95
<b>Total 6015 EVALUATION COMMITTEE-</b>	<b>1,848.95</b>
6035 NFHR OPERATIONS-	
6039 Software	2,405.00
6041 Travel	2,884.58
6042 Annual BOD Face2Face Meeting	1,390.00
6043 Bank Fees	13.00
6044 Communications	
6044.02 Fax Service	120.00
6044.04 Telephone	648.40
Zoom	163.72
<b>Total 6044 Communications</b>	<b>932.12</b>
6046 Dues and Subscriptions	154.50
6049 Insurance	1,910.00
6052 Office Supplies	1,959.48
6053 Salaries and Wages	5,621.10
6056 Postage	1,225.40
6040 Stamps.Com Fee	937.46
<b>Total 6056 Postage</b>	<b>2,162.86</b>
6068 Professional Fees	
6068.02 Accounting	3,648.72
6068.03 Attorney	8,200.00
<b>Total 6068 Professional Fees</b>	<b>11,848.72</b>
<b>Total 6035 NFHR OPERATIONS-</b>	<b>31,281.36</b>

# Norwegian Fjord Horse Registry, Inc.

## Profit and Loss

January - October, 2023

	TOTAL
6054 Payroll Expenses	
6054.1 Payroll Taxes	2,491.23
6054.2 Payroll Wages	22,914.42
6054.3 Payroll fees	165.00
<b>Total 6054 Payroll Expenses</b>	<b>25,570.65</b>
6080 AWARDS-Expense	
6080.01 NFHR Awards	37.10
<b>Total 6080 AWARDS-Expense</b>	<b>37.10</b>
6085 REGISTRAR-	25.00
7105 WEB SITE	
7105.02 Hosting	139.50
<b>Total 7105 WEB SITE</b>	<b>139.50</b>
7125 PUBLICATIONS-	
7128 Herald	67.00
7128.01 Design & Layout	1,877.00
7128.02 Editor Fee	3,600.00
7128.04 Postage	683.85
7128.05 Printing	7,005.58
<b>Total 7128 Herald</b>	<b>13,233.43</b>
<b>Total 7125 PUBLICATIONS-</b>	<b>13,233.43</b>
<b>Total Expenses</b>	<b>\$73,781.31</b>
NET OPERATING INCOME	<b>\$ -15,254.67</b>
Other Income	
6085 REGISTRAR-Donation-Support	11,282.29
<b>Total Other Income</b>	<b>\$11,282.29</b>
Other Expenses	
Other Miscellaneous Expense	0.00
<b>Total Other Expenses</b>	<b>\$0.00</b>
NET OTHER INCOME	<b>\$11,282.29</b>
NET INCOME	<b>\$ -3,972.38</b>

## Attachment 4

**Norwegian Fjord Horse Registry, Inc.**  
**Budget vs. Actuals: NFHR Budget\_FY23\_P&L -**  
**January - October, 2023**

	Actual	Budget	To
<b>Income</b>			
4000 AWARDS	10.00		360.00
4000.03 Register of Excellence	50.00		
<b>Total 4000 AWARDS</b>	<b>\$ 60.00</b>	<b>\$ 360.00</b>	
4002 Discounts given	-270.00		
4005 Sales of Product Income			
4005.08 Shipping Income	110.59		
<b>Total 4005 Sales of Product Income</b>	<b>\$ 110.59</b>	<b>\$ 0.00</b>	
4010 EVALUATION COMMITTEE			
4011 Donations	1,805.00		
4015 Evaluations	3,775.00		570.00
<b>Total 4010 EVALUATION COMMITTEE</b>	<b>\$ 5,580.00</b>	<b>\$ 570.00</b>	
4020 NFHR OPERATIONS			
4020.01 Dividends and Interest	3.69		
4020.02 Memberships			
4020.03 Individual Membership	925.00		
4020.05 Family Membership	3,280.00		
4020.08 Life	1,400.00		
Gift Memberships	840.00		
Individual Memberships	8,795.00		13,560.00
<b>Total 4020.02 Memberships</b>	<b>\$ 15,240.00</b>	<b>\$ 13,560.00</b>	
4020.13 Web Site			570.00
4020.14 Links	210.00		
<b>Total 4020.13 Web Site</b>	<b>\$ 210.00</b>	<b>\$ 570.00</b>	
<b>Total 4020 NFHR OPERATIONS</b>	<b>\$ 15,453.69</b>	<b>\$ 14,130.00</b>	
4030 PROMOTIONS			
4030.01 Donations	1,199.61		132.00
<b>Total 4030 PROMOTIONS</b>	<b>\$ 1,199.61</b>	<b>\$ 132.00</b>	
4035 PUBLICATIONS			
4040 Herald			
4040.01 Classified Ads	170.00		9,300.00
4040.02 Subscriptions	2,586.00		
4040.03 Display Ads	2,800.00		
4040.04 Farm Listings	1,400.00		
4040.05 Friend of Fjord Herald Donations	1,237.00		
4040.06 Back issues	437.50		
<b>Total 4040 Herald</b>	<b>\$ 8,630.50</b>	<b>\$ 9,300.00</b>	
<b>Total 4035 PUBLICATIONS</b>	<b>\$ 8,630.50</b>	<b>\$ 9,300.00</b>	
4060 REGISTRAR			
4060.01 DNA Recording	390.00		
4060.03 Lease Recording	140.00		

4060.04 Semen Transfer Permits	105.00		
4060.06 DNA Kits	5,441.25		
4060.07 Lost Registration Certificates	490.00		
4060.08 Registrations	6,210.00		33,660.00
4060.09 Transfers	10,935.00		
<b>Total 4060 REGISTRAR</b>	<b>\$ 23,711.25</b>	<b>\$</b>	<b>33,660.00</b>
4090 Youth Committee			192.00
<b>4095 MEMBERSHIP COMMITTEE</b>			
4095.01 Donations	4,050.00		
<b>Total 4095 MEMBERSHIP COMMITTEE</b>	<b>\$ 4,050.00</b>	<b>\$</b>	<b>0.00</b>
<b>4100 EDUCATION</b>			
4103 2012 Educational Forum			264.00
<b>Total 4100 EDUCATION</b>	<b>\$ 0.00</b>	<b>\$</b>	<b>264.00</b>
Breeders Committee			186.00
Uncategorized Income	1.00		
<b>Total Income</b>	<b>\$ 58,526.64</b>	<b>\$</b>	<b>58,794.00</b>
<b>Gross Profit</b>	<b>\$ 58,526.64</b>	<b>\$</b>	<b>58,794.00</b>
<b>Expenses</b>			
<b>5005 COST OF GOODS SOLD</b>			
5005.02 Bankcard Processing			0.00
5005.04 PayPal Fees	1,645.32		2,052.00
<b>Total 5005 COST OF GOODS SOLD</b>	<b>\$ 1,645.32</b>	<b>\$</b>	<b>2,052.00</b>
<b>6015 EVALUATION COMMITTEE-</b>	1,788.00		
6018 Evaluation Supplies-General	60.95		
<b>Total 6015 EVALUATION COMMITTEE-</b>	<b>\$ 1,848.95</b>	<b>\$</b>	<b>0.00</b>
<b>6035 NFHR OPERATIONS-</b>			
2023 Face to Face Meeting			0.00
6039 Software	2,405.00		924.00
6041 Travel	2,884.58		
6042 Annual BOD Face2Face Meeting	1,390.00		816.00
6043 Bank Fees	13.00		
6044 Communications			1,308.00
6044.01 Constant Contact			1,200.00
6044.02 Fax Service	120.00		
6044.04 Telephone	648.40		
Zoom	163.72		
<b>Total 6044 Communications</b>	<b>\$ 932.12</b>	<b>\$</b>	<b>2,508.00</b>
6046 Dues and Subscriptions	154.50		588.00
6049 Insurance	1,910.00		1,920.00
6052 Office Supplies	1,959.48		1,836.00
6053 Salaries and Wages	5,621.10		
6056 Postage	1,225.40		2,496.00
6040 Stamps.Com Fee	937.46		
<b>Total 6056 Postage</b>	<b>\$ 2,162.86</b>	<b>\$</b>	<b>2,496.00</b>
6068 Professional Fees			
6068.01 Contract Labor			5,664.00
6068.02 Accounting	3,648.72		



6068.03 Attorney	8,200.00		
Total 6068 Professional Fees	\$ 11,848.72	\$ 5,664.00	
Other Business Expenses		0.00	
Total 6035 NFHR OPERATIONS-	\$ 31,281.36	\$ 16,752.00	
6054 Payroll Expenses			
6054.1 Payroll Taxes	2,491.23		
6054.2 Payroll Wages	22,914.42	35,184.00	
6054.3 Payroll fees	165.00		
Total 6054 Payroll Expenses	\$ 25,570.65	\$ 35,184.00	
6080 AWARDS-Expense			
6080.01 NFHR Awards	37.10	288.00	
Total 6080 AWARDS-Expense	\$ 37.10	\$ 288.00	
6085 REGISTRAR-	25.00		
6086 DNA			
6086.03 Testing		4,980.00	
Total 6086 DNA	\$ 0.00	\$ 4,980.00	
Total 6085 REGISTRAR-	\$ 25.00	\$ 4,980.00	
7105 WEB SITE			
7105.02 Hosting	139.50	240.00	
Total 7105 WEB SITE	\$ 139.50	\$ 240.00	
7125 PUBLICATIONS-			
7128 Herald	67.00	21,000.00	
7128.01 Design & Layout	1,877.00		
7128.02 Editor Fee	3,600.00		
7128.04 Postage	683.85		
7128.05 Printing	7,005.58		
Total 7128 Herald	\$ 13,233.43	\$ 21,000.00	
Total 7125 PUBLICATIONS-	\$ 13,233.43	\$ 21,000.00	
Total Expenses	\$ 73,781.31	\$ 80,496.00	
Net Operating Income	-\$ 15,254.67	-\$ 21,702.00	
Other Income			
6085 REGISTRAR-Donation-Support	11,282.29	21,702.00	
Total Other Income	\$ 11,282.29	\$ 21,702.00	
Other Expenses			
Other Miscellaneous Expense	0.00		
Total Other Expenses	\$ 0.00	\$ 0.00	
Net Other Income	\$ 11,282.29	\$ 21,702.00	
Net Income	-\$ 3,972.38	\$ 0.00	

Saturday, Nov 11, 2023 02:48:51 PM GMT-8 - Accrual Basis

# FY23 P&L

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	over Budget	% of Budget
	-350.00	2.78%
	50.00	
<b>-\$</b>	<b>300.00</b>	<b>16.67%</b>
	-270.00	
	0.00	
	110.59	
<b>\$</b>	<b>110.59</b>	
	0.00	
	1,805.00	
	3,205.00	662.28%
<b>\$</b>	<b>5,010.00</b>	<b>978.95%</b>
	0.00	
	3.69	
	0.00	
	925.00	
	3,280.00	
	1,400.00	
	840.00	
	-4,765.00	64.86%
<b>\$</b>	<b>1,680.00</b>	<b>112.39%</b>
	-570.00	0.00%
	210.00	
<b>-\$</b>	<b>360.00</b>	<b>36.84%</b>
<b>\$</b>	<b>1,323.69</b>	<b>109.37%</b>
	0.00	
	1,067.61	908.80%
<b>\$</b>	<b>1,067.61</b>	<b>908.80%</b>
	0.00	
	0.00	
	-9,130.00	1.83%
	2,586.00	
	2,800.00	
	1,400.00	
	1,237.00	
	437.50	
<b>-\$</b>	<b>669.50</b>	<b>92.80%</b>
<b>-\$</b>	<b>669.50</b>	<b>92.80%</b>
	0.00	
	390.00	
	140.00	

105.00		
5,441.25		
490.00		
-27,450.00	18.45%	
10,935.00		
<b>-\$ 9,948.75</b>	<b>70.44%</b>	
-192.00	0.00%	
0.00		
4,050.00		
<b>\$ 4,050.00</b>		
0.00		
-264.00	0.00%	
<b>-\$ 264.00</b>	<b>0.00%</b>	
-186.00	0.00%	
1.00		
<b>-\$ 267.36</b>	<b>99.55%</b>	
<b>-\$ 267.36</b>	<b>99.55%</b>	
0.00		
0.00		
-406.68	80.18%	
<b>-\$ 406.68</b>	<b>80.18%</b>	
1,788.00		
60.95		
<b>\$ 1,848.95</b>		
0.00		
0.00		
1,481.00	260.28%	
2,884.58		
574.00	170.34%	
13.00		
-1,308.00	0.00%	
-1,200.00	0.00%	
120.00		
648.40		
163.72		
<b>-\$ 1,575.88</b>	<b>37.17%</b>	
-433.50	26.28%	
-10.00	99.48%	
123.48	106.73%	
5,621.10		
-1,270.60	49.09%	
937.46		
<b>-\$ 333.14</b>	<b>86.65%</b>	
0.00		
-5,664.00	0.00%	
3,648.72		

	8,200.00	
<b>\$</b>	<b>6,184.72</b>	<b>209.19%</b>
	0.00	
<b>\$</b>	<b>14,529.36</b>	<b>186.73%</b>
	0.00	
	2,491.23	
	-12,269.58	65.13%
	165.00	
<b>-\$</b>	<b>9,613.35</b>	<b>72.68%</b>
	0.00	
	-250.90	12.88%
<b>-\$</b>	<b>250.90</b>	<b>12.88%</b>
	25.00	
	0.00	
	-4,980.00	0.00%
<b>-\$</b>	<b>4,980.00</b>	<b>0.00%</b>
<b>-\$</b>	<b>4,955.00</b>	<b>0.50%</b>
	0.00	
	-100.50	58.13%
<b>-\$</b>	<b>100.50</b>	<b>58.13%</b>
	0.00	
	-20,933.00	0.32%
	1,877.00	
	3,600.00	
	683.85	
	7,005.58	
<b>-\$</b>	<b>7,766.57</b>	<b>63.02%</b>
<b>-\$</b>	<b>7,766.57</b>	<b>63.02%</b>
<b>-\$</b>	<b>6,714.69</b>	<b>91.66%</b>
<b>\$</b>	<b>6,447.33</b>	<b>70.29%</b>
	-10,419.71	51.99%
<b>-\$</b>	<b>10,419.71</b>	<b>51.99%</b>
	0.00	
<b>\$</b>	<b>0.00</b>	
<b>-\$</b>	<b>10,419.71</b>	<b>51.99%</b>
<b>-\$</b>	<b>3,972.38</b>	

# Attachment 5

## NFHR DISCIPLINARY ACTION POLICY

### 1. PURPOSE

The purpose of this Disciplinary Action Policy is to establish a clear framework and guidelines for addressing board of director, employee, volunteers and member misconduct, policy violations, and performance issues in a fair and consistent manner. This Policy aims to promote a positive work environment, ensure compliance with NFHR's policies, and provide opportunities for growth and improvement.

### 2. SCOPE

This Policy applies to all employees, Directors, officers, members, volunteers at [The NFHR ], including full-time, part-time, temporary, and contract workers. It covers a wide range of infractions, including but not limited to misconduct, violation of company policies, insubordination, unethical behavior, harassment, discrimination, poor performance, and any actions that may negatively impact the workplace or the organization's reputation.

### 3. PRINCIPLES OF DISCIPLINARY ACTION

- **Fairness:** All disciplinary actions will be conducted in a fair and unbiased manner, providing employees, directors, officers, volunteers members with an opportunity to present their side of the story and defend themselves against allegations.
- **Consistency:** Disciplinary actions will be applied consistently throughout the organization, ensuring that similar infractions are treated similarly.
- **Progressive Approach:** Whenever possible, a progressive approach to discipline will be followed, with escalating consequences for repeated or severe infractions. However, the organization reserves the right to skip progressive steps in cases of serious misconduct.
- **Confidentiality:** Disciplinary matters will be treated with strict confidentiality, only shared with individuals who have a legitimate need to know, while maintaining compliance with applicable privacy laws.

### 4. DISCIPLINARY PROCEDURES

- **Investigation:** Before initiating any disciplinary action, a thorough and impartial investigation will be conducted to gather facts and evidence regarding the alleged misconduct or performance issue. The investigation may involve interviews, document review, and any other relevant means of gathering information.

- **Notice and Meeting:** If the investigation substantiates the allegations, the employees, directors, officers, volunteers, members will be provided with a written notice specifying the nature of the misconduct or performance issue and the intended disciplinary action. A meeting will be scheduled with the person to discuss the concerns, allow them to respond, and provide an opportunity for them to present any mitigating factors or evidence.
- **Corrective Action:** Based on the findings of the investigation and the person's response, appropriate corrective action will be determined. This may include verbal or written warnings, performance improvement plans, training, counseling, temporary suspension, demotion, or termination of employment, membership, office, director depending on the severity and frequency of the infraction.
- **Documentation:** All disciplinary actions, including warnings, performance improvement plans, and any related correspondence or documentation, will be recorded and maintained in the persons personnel file. These records will serve as a reference for future actions or decisions.
- **Appeals Process:** Persons who disagree with disciplinary actions have the right to appeal the decision. The appeals process will be clearly defined and communicated to the person, outlining the steps and timelines for lodging an appeal and the subsequent review process.

5. Employees, Directors, Officers, Members, Volunteers **SUPPORT AND DEVELOPMENT**

[The NFHR ] recognizes that disciplinary actions should not only serve as punitive measures but also provide opportunities for growth and improvement. The President and Directors will work with employees, Directors, officers, members, volunteers to identify areas for improvement, provide guidance and support, and offer training or resources when necessary.

6. **REVIEW AND REVISION**

This Disciplinary Action Policy will be periodically reviewed to ensure its effectiveness and alignment with legal requirements and best practices. Any necessary revisions will be made in consultation with relevant Directors and Officers and communicated to all employees, Directors, officers, members, volunteers.

By implementing this Disciplinary Action Policy, we aim to maintain a productive and respectful work environment while upholding the organization's values, policies, and standards of conduct.

**NFHR**

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Authorized Signature

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Print Name and Title

# Attachment 6

## THE NFHR'S WHISTLEBLOWER POLICY

### 1. POLICY STATEMENT

[The NFHR ] is committed to conducting its business with honesty and integrity at all times. If, at any time, this commitment is not respected or appears to be in question, [The NFHR] will endeavor to identify and remedy such situations. Therefore, it is the company's policy to ensure that when a person has reasonable grounds to believe that an employee, Director or any other person related to the company has committed, or is about to commit, an offence that could harm the company's business or reputation, it denounces the wrongdoers in question.

The whistleblowing policy has been put in place to:

- Encourage employees, employees, Directors, officers, members, volunteers to disclose this information or behavior;
- Protecting complainants from reprisals;
- Treated all parties to an investigation in a fair and equitable manner;
- To ensure confidentiality as much as possible;
- Take corrective and disciplinary action if wrongdoing is discovered.

### 2. PURPOSE

The purpose of this whistleblowing policy is to encourage current and former employees , Directors, officers, members, volunteers to communicate events that raise serious concerns about [The NFHR]. [The NFHR] encourages and will support staff who report illegal practices or individuals who violate the organization's policies.

### 3. SCOPE

This policy applies to all employees, Directors, officers, members, volunteers of [The NFHR], as well as contractual third parties or partners doing business with the company.

### 4. DUTY TO REPORT MISCONDUCT

It is the duty of all employees, Directors, officers, members, volunteers , contractual third parties or partners to report misconduct or suspected misconduct, including fraud and financial impropriety to the board. This includes misconducts such as but not limited to:

- Providing false or misleading information, or withholding material information on [The NFHR ] Financial statements, accounting, auditing or other financial reporting fraud or misrepresentation;
- Pursuit of material benefit or advantage in violation of [NFHR]'s Conflict of Interest Policy;
- Misappropriation or misuse of [NFHR] resources such as funds, supplies or other assets;
- Unauthorized alteration or manipulation of computer files
- Destroying, altering, mutilating, concealing, covering up, falsifying, or making a false entry in any records that may be connected to an official proceeding, in violation of federal, provincial or state law or regulations or otherwise obstructing, influencing, or impeding any official proceeding, in violation of federal, provincial or state law or regulations

- Violations of federal, provincial or state laws that could result in fines or civil damages payable by **[The NFHR]**, or that could otherwise significantly harm **[The NFHR]** 's reputation or public image;
- Unethical business conduct in violation of any **[The NFHR]** policies and/or **[The NFHR]** Code of Conduct;
- Danger to the health, safety, or well-being of employees, Directors, officers, members, volunteers and/or the general public
- Forgery or alteration of documents
- Authorizing or receiving compensation for goods not received or services not performed, or paying for services or goods that are not rendered or delivered
- Authorizing or receiving compensation for hours not worked
- Embezzling, self-dealing, or otherwise obtaining an unlawful private benefit (i.e., **[The NFHR]** assets being used by anyone in the organization improperly for personal gain).

## 5. ACTING IN GOOD FAITH

Any person who files a complaint alleging misconduct must act in good faith and have reasonable grounds to believe that the information disclosed indicates wrongdoing.

No employees ,Directors, officers, members, volunteers , third party contractor or partner who makes a denunciation in good faith will be subject to retaliation. Retaliation is any direct or indirect harmful action that threatens a person or is taken against a person who has reported an event or action. Anyone who retaliates against a person who has made a report in good faith is subject to disciplinary action up to and including dismissal from the BOD, revocation of membership or termination of employment .

However, making allegations that are deemed unfounded and malicious or knowingly false may result in disciplinary action up to and including termination of employment or membership.

## 6. PROCEDURE

A complaint may be submitted in writing to **[The NFHR Executive committee or the NFHR Membership ]**.

The written statement must include the following information:

- Description of the offence
- Date on which the complainant became aware of the offence
- Name of the person suspected of the offence
- Actions taken (if applicable) before filing a complaint or allegation (i.e. talk to the Executive committee and or President)

**6.1** The declaration must be sent in writing to **[The President of the Membership]** by e-mail or by post. The complainant should expect to receive confirmation of receipt of the complaint within **[5 ]** working days.

**6.2** The complainant will not be dismissed, demoted, suspended, threatened, harassed or otherwise discriminated against because of the communication of a genuine concern. Any employees, Directors, officers, members, volunteers **[The NFHR]** who contravenes this policy when dealing with a complainant may be terminated. Similarly, any member of the Board who violates this policy in his or her dealings with a complainant may have his or her relationship with **[The NFHR]** terminated.



**6.3** A person is not required to prove the truth of an allegation but is required to act in good faith and provide sufficient evidence to the person contacted to demonstrate that there are sufficient grounds for concern. The number of contacts between the complainant and the investigative body will depend on the nature of the question and the clarity of the information provided. The investigating body may request additional information from the complainant.

**6.4** All complaints will be treated in a confidential and sensitive manner. In addition, the complainant must be able to remain anonymous, except in cases where the nature of the disclosure and/or resulting investigation makes it necessary to disclose his or her identity (e. g. investigations or judicial proceedings). In such cases, all reasonable measures must be taken to protect the complainant from any prejudice resulting from a disclosure.

## **7. INVESTIGATION**

All relevant cases, including suspicious but unproven cases, will be reviewed and analyzed by a competent person designated by **[The President or the membership]**. In some cases, this may involve an investigation by a legal adviser or an accountant. All investigations will be kept confidential to the extent possible. Appropriate corrective action will be taken, if necessary, and the findings will be communicated to the whistleblower and his or her supervisor.