

NFHR FACE TO FACE 2023  
Spring Hills Suites, Longmont, CO  
January 28 and 29, 2023

**CALL TO ORDER-SATURDAY, JANUARY 28, 2023: 8:30AM MST**

**ROLL CALL:** Gretchen Payne, Eric Watness, Joanne Wilgus, Cherrie Nolden, Bonnie Morris, Margaret Bogie, Sara Jongsma, Lisa Otten, Cady Miller and Jeanne Poirier, Registrar NFHR     **QUORUM:** met

**ADOPTION OF AGENDA: MOTION:** Jo Wilgus **SECOND:** Sara Jongsma

**WELCOME/OPENING REMARKS:** Eric Watness, President of NFHR-Eric welcomed all and welcomed/introduced new BoD members; Bonnie Morris, Lisa Otten, Margaret Bogie and Gretchen Payne

**RATIFY MOTIONS APPROVED BY EMAIL: MOTION:** Ratify Minutes of BoD meeting January 4, 2023, **MOTION:** Sara Jongsma **SECOND:** Bonnie Morris   Motion carried/Minutes approved

**TRAINING WORKSHOP WITH MARGARET CRESPO: (8:45AM-11:30AM)** Ms. Crespo was hired by the BoD to help the BoD work as a team. Ms. Crespo shared her presentation which was well received by the BoD. This was funded by the NFHR.

**BOARD MORNING WORKING SESSION:**

Conduct –Membership/Board of Directors:

°BoD Communication Guideline- need more discussion on how to address board member interactions with members on social media. It was ASKED to **defer** to later in the meeting when the final draft is presented. Unanimous consent.

°Adoption of statement regarding the filling of recent BoD vacancy - **please see ATTACHMENT 2**  
**MOTION:** that proposed response with proposed revisions be approved by the BoD **MOTION:** Lisa Otten **SECOND:** Margaret Bogie   Unanimous consent.

°NFHR website use and administration- **deferred** to Sunday’s meeting

°Membership Code of Conduct- Why is this an issue? What prompted the need for a Code of Conduct? This topic is in reference to social media in NFHR Groups. The NFHR would like to start another NFHR Facebook group. What steps shall be taken to allow the membership to speak freely without being abusive? **Motion:** in lieu of Code of Contact, the BoD posts a disclaimer to address that prior interaction with our membership has instigated our need for clarification of how we communicate specifically though social media and communication with the membership. This policy will be created by the BoD.  
**MOTION:** Gretchen Payne **SECOND:** Cady Miller Motion carried

°Member not in good standing-**Deferred** until a later meeting

REMAINDER of morning session deferred to the afternoon session because our bookkeeper is here.

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**BOARD AFTERNOON WORKING SESSION:**

FINANCIALS- Session with our new bookkeeper Marjorie Griek, Pearl Accounting Services, LLC. Marjorie Griek was hired by the NFHR BoD to help with our budget and NFHR finances. Our past bookkeeper was not keeping up with the work she was hired to do. Our previous Treasurer resigned we needed help. Gretchen stepped in as Treasurer. Between Gretchen, Ms. Griek and Jeanne they have been able to reconcile 2022. We are now resting on a strong foundation for the start of 2023. Ms. Griek has excellent knowledge of QuickBooks online, Profit and Loss reporting, and creating a budget. With the help of Marjorie, our Treasurer, and Jeanne, the NFHR will feel confident in making organizational decisions based on our finances.

SIGNATORIES for the bank account: Who can sign checks? **MOTION:** have a resolution to allow the President (Eric), The Treasurer (Gretchen), the Registrar (Jeanne) and the bookkeeper (Marjorie) as signatories on the bank account. **MOTION:** Margaret Bogie **SECOND:** Lisa Otten. Motion carried **Please** see BYLAWS on the NFHR Website for responsibilities of BoD officers.

BUDGET REVIEW- Gretchen shared her goals as Treasurer; Come up with a new budget, work closely with committees, better communication between the Registrar and the Treasurer. Have the budget ready to be presented by March 8, 2023. **MOTION:** to approve the 2023 Budget Report at the next BoD meeting **MOTION:** Gretchen **SECOND:** Cherrie Motion carried

LIFETIME MEMBERSHIP: **Please see ATTACHMENT 9-** total Lifetime memberships- 224. The BoD has agreed to reconsider lifetime member benefits and to discuss whether we should discontinue lifetime memberships, continue with LTM and charge those members for The Herald, deliver the magazine digitally, send the Herald out twice a year, go back to B&W.?? • (Marjorie Griek was excused, regular meeting reconvened)

PROFIT AND LOSS/BALANCE SHEET REPORT- Gretchen Payne and Jeanne Poirier  
Jeanne spoke about the database being updated and that Phase 2 is being developed. The NFHR is doing their best to keep up with the real world. There is an annual fee. Very useful to the NFHR. Gretchen found nothing overly concerning on the balance sheet. **MOTION:** to approve the profit and loss report and the balance sheet that appears in the 2022 annual report **MOTION:** Margaret Bogie **SECOND:** Cherrie Motion carried

MERCHANDISE AND FUNDRAISING PLANNING- the question was asked why we do not sell merchandise any longer? The answer is, in 2019 due to required collection of taxes for online internet sales in CO it was decided sales would stop. Jo spoke with our CPA, he strongly suggested we do not sell any of this merchandise. We will use the remainder of the merchandise for fundraising and promotions at NFHR events. • All the merchandise is being stored in a storage facility that Jeanne's has her mother's items in. Jeanne has been paying \$155 a month out of her own pocket but half the storage is NFHR items. **MOTION:** to reimburse Jeanne \$77.50 a month for storage rental, retroactive to January 1, 2023. **MOTION:** Sara **SECOND:** Jo Motion carried

REGISTRAR REPORT- **Please see ATTACHMENT 7**

**MOTION:** to approve the Registrar Report **MOTION:** Gretchen Payne **SECOND:** Sara Jongsma Motion carried

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**FEES FOR MEMBERSHIP AND SERVICES:** Jeanne Poirier, **please see ATTACHMENT 8**

The last fee increase was in 2015. Discussion on non-members, inflation, ways of presenting increases. Eric asked that the Breeder's Committee, Finance Committee, Membership Committee take these issues up and find a way to fix the problem. Fees were increased at the 2022 F2F, no motion was needed.

**DATA MINING EXERCISES:** Margaret Bogie and Lisa Otten – to ground us on where the NFHR was as of end of 2022 °Lisa and Margaret will provide requests to the BoD for data and justification

°Margaret and Lisa provided questions- answered were given by Jeanne

°Margaret will spearhead the gathering of information through our database and our QuickBooks. She will talk to the Breeders and Membership Committee. Then present her findings to the breeders' committee.

**HERALD:**

Should the renewal letter go out with the Herald? Should the future layout remain with a 42-page layout at this time? This was discussed and it was decided that the Herald committee will come up with a plan that will be sent to membership for comment.

**2023 EVALUATIONS:** various ideas were discussed- how and where to hold evaluations? Mix in with other breed evaluations? Have online or video evaluations? Have roving evaluation at private farms? Please read the new Evaluation plan on the NFHR Website.

**REGIONAL ACTIVITIES REVIEW:** what can the NFHR do?

Promote breed shows/support regional clubs/equine expos- use the Herald to promote expos

**AWARDS COMMITTEE:** Cady Miller

Several ideas were discussed. What type of awards/prizes are competitors interested in? Would they want buckles, halters, plaques? Are there awards that could be eliminated? Awards to add?

**MOTION** to adjourn meeting **MOTION:** Jo Wilgus Unanimous **ADJOURNMENT** 5:18 PM MST

**RECONVENE-** Sunday, January 29, 2023, 8:00AM MST

**SUNDAY, January 29, 2023**

**CALL TO ORDER:** Eric Watness 8:00 AM MST

**ROLL CALL:** Eric Watness, Gretchen Payne, Margaret Bogie, Lisa Otten, Sara Jongsma, Cady Miller, Cherrie Nolden, Bonnie Morris, Jo Wilgus (Jeanne Poirier, Registrar excused due to illness)

**QUORUM:** met

**FIRST ORDER OF BUSINESS:** (From Saturday agenda) NFHR message to Denny and Carol Cox from the BoD **MOTION:** to approve proposed revisions in letter to Denny and Carol Cox

**MOTION:** Lisa Otten **SECOND:** Gretchen Payne Motion carried **Please see ATTACHMENT 2**

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**SECOND ORDER OF BUSINESS:**(From Saturday agenda) NFHR BoD Communication Guidelines

**MOTION:** to approve the language of attachment 1 –1 for NFHR BoD Communications Guidelines

**MOTION:** Jo Wilgus      **SECOND:** Bonnie Morris    Motion carried **Please see ATTACHMENT 1-1**

**SUNDAY BUSINESS:**

BREEDER’S COMMITTEE: Sara Jongsma

NFHR Breeder’s Committee Rules of Conduct – **MOTION:** to lay on table **MOTION:** Margaret Bogie

**SECOND:** Gretchen Payne. Motion carried

HERALD COMMITTEE-Sara with recommendation by the Herald Committee- ways of working document

**Please see ATTACHMENT 6** The Fjord Herald Standard Operating Procedures January 2023

Attachment 6 as amended is approved.

LETTER TO DENNY and CAROL COX: MESSAGE FROM THE BoD to approve proposal to adopt statement

from the BoD **MOTION:** Lisa Otten **SECOND:** Gretchen Payne    Motion carried. Unanimous vote.

**WAYS OF WORKING**

2023 BoD Meeting schedule:

BoD meeting schedule- March 8, 2023, May 10, 2023, July 12, 2023, September 13, 2023, November 8, 2023  
( 2<sup>nd</sup> Wednesday of month @ 6PM MST)

BoD Working Sessions (a working session is a BoD ONLY meeting. It allows us to communicate, discuss, touch base with each other between meetings). WM Sessions schedule –February 15, 2023, April 2,

2023, June 14, 2023, August 9, 2023, October 11, 2023, December 13, 2023 (6PM MST)

Town Hall Meeting- Spring meeting- proposed BYLAWS – date TBD. Fall meeting-candidate forum-date TBD

On board new members orientation meeting- December 13, 2023 (subject to change)      Transition to new board members meeting- January 10, 2024- election of officers

**FACE TO FACE DISCUSSION:** Suggestion was made to hold the F2F in Herndon, VA at Frying Pan Park.

Make this a 3-day event. Margaret Bogie will research and present a plan for holding the F2F in VA in the month of February. Cost of hotel, food etc. Once information is gathered the plan will be presented to the BoD.      No final decision was made.

Reconsider NFHR use of social media- postponed until Jeanne can be present

Membership survey-Cherrie Nolden – Cherrie will review past survey and work with Rachel White, who volunteered to help make an updated survey to be presented at BoD meeting in March 2023. Cherrie will work with Margaret on this. Survey will be sent to the membership and then follow up.

Copyright policy (name /logo)- postponed till Jeanne can be present

**Committee Formation/Appointments:**

Awards committee- Cady Miller

Breeder’s committee- Sara Jongsma

Bylaws/NFHR Rules review Committee- Margaret Bogie

Education committee- Cherrie Nolden

Election committee- Eric Watness

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Evaluation committee- Lisa Otten

Executive committee- Eric Watness, Sara Jongsma, Gretchen Payne, Jo Wilgus

Finance committee- Gretchen Payne

Herald committee- Sara Jongsma

Membership relations committee- Bonnie Morris

**MOTION:** to accept committee chairs **MOTION:** Jo Wilgus **SECOND:** Cherrie Nolden. Motion carried  
Each committee has been asked by Eric to write their Mission Statement and committee objectives, to be discussed at our next working board session.

**Objectives/goals for 2023:** 1.) Improving membership- BoD relations 2.) Promote the breed 3.) Improve governance

**MOTION:** consider objectives/goals for 2023 discussed and concluded  
**MOTION:** Gretchen Payne **SECOND:** Margaret Bogie. Motion carried

BoD meeting recessed for Membership Meeting- 12-1PM MST See above for Committee Chairs

Membership FB attendees- Denny Cox, Carol Cox, Angela Lease, Holly Kirker, Wendy Bauwens, Curtis Pierce, Michelle Harn, Sydney Fox, Susan Banks, Wendy Luscombe, Rachel White, Heleen Giesbers, Andrea Vary, Anne Crandall, Kirsten Eidsmoe, Brianne Stromberg, Kelly McGinley, Billie Jo Hatton, Wetzell Fjord, Jessica Reuterskiold, Marsha Korose, Beth Beymer, Bonnie Standing, Andrew Hinrichs, Jennifer Wright, Gloria Waro, Kendal Pappas, Dea White, Tricia Albrecht In person- Joni Sherwood, Castle Rock, CO

Questions asked by; Denny Cox, Beth Beymer, Sydney Fox, Wendy Luscombe, Rachel White, Dea White, Jessica Reuterskiold, Joni Sherwood

**BoD F2F meeting reconvened**

**Report Out from Executive Session:** Eric Watness, President, Sara Jongsma, Vice President, Gretchen Payne, Treasurer, Jo Wilgus, Secretary

Staffing and contracting; Executive Committee recommendations to the BoD – **MOTION:** to approve a 10% raise to our Registrar, Jeanne Poirier **MOTION:** Jo Wilgus **SECOND:** Sara Jongsma Motion carried.  
Unanimous **MOTION:** direct Jeanne Poirier to also fulfill maintenance of

records and transactions associated with the operation of the NFHR in the year 2023. **MOTION:** Gretchen Payne **SECOND:** Cherrie Nolden Motion carried

**MOTION:** no contract for an Executive Director for 2023 unless further determined by the BoD

**MOTION:** Sara Jongsma **SECOND:** Cady Miller Motion carried

HERALD CONTRACT- **MOTION:** to refer the question of contracts for the cost and expenses of the Herald magazine to the Herald Committee **MOTION:** Gretchen Payne. **SECOND:** Margaret Bogie. Motion carried

BOOKKEEPER CONTRACT, Marjorie Griek, Pearl Fiduciary Accounting Services

CPA CONTRACT, John Baiamonte, CPA, LLC

**MOTION:** to continue our contracts with Marjorie Griek and John Baiamonte for 2023 **MOTION:** Gretchen Payne **SECOND:** Cherrie Nolden Motion carried

**MOTION:** remaining agenda items be moved to the next Working Session Meeting/later date **MOTION:** Gretchen Payne **SECOND:** Lisa Otten Motion carried

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**ADJOURNMENT: MOTION:** to adjourn at 2:25 PM MST **MOTION:** Gretchen Payne **SECOND:** Cherrie Nolden Unanimous

Respectfully submitted,

Joanne Wilgus, NFHR Secretary

## ATTACHMENT 1

### **NFHR Board of Directors (BOD) Communication Guideline**

1. When members send in a request, the entire board should be sent the request (if the member did not copy all BOD members). An email response that we have received the email and shall be discussed at the next meeting shall be sent out immediately.
2. After discussing as a whole board, the President, or a board appointed delegate, will respond and send the board-decided response, or the next steps, to the member, and the Board will be copied on the response.
3. If required, the President, or a board appointed delegate may make a phone call for clarification or additional information. The call shall be summarized for the Board, with a copy to the member to ensure the discussion was appropriately represented in the summary, and then further action of the Board can occur at a subsequent meeting.
4. Individual board members shall not claim to be able to make decisions for the board.
5. Individual board members shall not discuss any board business, unless otherwise authorized by the BOD, with non board members other than what is presented to the membership through minutes, the NFHR website, NFHR approved social media, mail, the Herald or any other board approved source.
6. a) Internal email communications among board members are considered confidential and stamped as such using an email signature. "For Addressee Only".  
  
b) External communications from the board should be directed to the recipient and stamped "For Addressee Only" unless otherwise authorized by the BOD.

## ATTACHMENT 2

A message from the Board of Directors:

The Board has received criticism about the process used to fill the vacancy of Maria Meister, prompting some explanation to the NFHR membership. One member has contacted the Board via email stating the issue as follows:

*Recently, there have been posts made and comments made by individuals seeking to understand the decision making process of the NFHR 2023 BOD and why they did not follow precedence in filling the open board position with the person who was next in succession in ballot count from the most recent election.*

The basis of this is the assertion that the BOD did not follow precedent. The member did acknowledge that the BOD followed the Bylaws of the NFHR.

The Bylaws require that a qualified member of the NFHR shall be chosen by the Board to fill the unexpired term. No additional directives for filling a vacancy have been added to the Bylaws and the NFHR has not created any further policy that would dictate additional procedures for the BOD to follow. The precedence that has been referenced was a one-time event, a previous practice, that does not create a rule requiring that an unexpired Board vacancy be filled with a prior nominee who sought but was not elected to the Board of Directors. The Board of Directors followed the NFHR Bylaws and an NFHR member was selected who is qualified under the Bylaws and, in the view of, a majority of the 2023 Board, best suits the needs of the NFHR.

Respectfully submitted NFHR Board of Directors



## ATTACHMENT 6

### The Fjord Herald

#### Standard Operating Procedures

January, 2023 Revised February, 2023

#### Subject to NFHR Bylaws

#### Roles Defined

1. **Editor In Chief** - Contract hire of the Norwegian Fjord Horse Registry, Inc. under the direction of the Herald Committee. Responsibilities include procurement of content; communication with members, NFHR office, and committees regarding content; content review; selection of final content; submission of written invoice to NFHR Executive Director or BOD designee for services rendered; communication with Advertising Sales Coordinator; communication with Layout Editor; communication with Herald committee, communication with NFHR office to verify member status and horse registration verification.
2. **Layout Editor** - Contract hire of the Norwegian Fjord Horse Registry, Inc. under the direction of the Editor In Chief. Responsibilities include receiving content from Editor In Chief and Advertising Sales Coordinator; edit photos as needed; provide proof-ready file for review by Editor In Chief, Advertising Sales Coordinator, and the Herald committee; complete edits in a timely manner; submit final approved file to publisher.
3. **Advertising Sales Coordinator** – Volunteer of the Norwegian Fjord Horse Registry, Inc. under the direction of the Editor In Chief. Responsibilities include procurement of content for paid space in the Fjord Herald; verification of payment for space; communication with Editor In Chief and Layout Editor regarding space required in each issue; review of submissions in proof ready file.
4. **Copy Editor** - Volunteer of the Norwegian Fjord Horse Registry, Inc. under the direction of the Editor In Chief. Responsibilities include review of content prior to submission to Layout Editor; provide edits to the Editor In Chief; suggest content; communicate with the Herald committee.
5. **Herald Committee** - Volunteers of the Norwegian Fjord Horse Registry, Inc. under the direction of the Herald Committee Chair. Responsibilities include input and review of content and layout, and participate in Herald related discussions.
6. **Herald Committee Chair** - Volunteer from the current NFHR, Inc. board. Responsibilities include oversight and guidance of the Herald Committee.
7. **NFHR Executive Director or BOD designee**- Contract hire of the Norwegian Fjord Horse Registry, Inc. under the direction of the NFHR, Inc. board. Responsible for paying invoices for services rendered as related to the operations of the NFHR Herald. The NFHR Executive Director may also contribute content as needed at the discretion of the Editor in Chief. A Board of Directors Designee may fill this role at the direction of the Board.
8. **NFHR Office** - Employee of the Norwegian Fjord Horse Registry, Inc (NFHR Registrar). Responsible for verification of member status and horse registration.

## **ATTACHMENT 6 cont.**

The NFHR Office may also contribute content as needed at the discretion of the Editor in Chief.

Roles as of 2-2-2023:

- Editor in Chief: Michele Harn
- Layout Editor: Angela Lease
- Advertising Sales Coordinator: Sara Jongsma
- Copy Editor: Open
- Herald Committee: Sara Jongsma, Jeanne Poirier, Angela Lease, Michele Harn, Jamie Heistad
- Herald Committee Chair: Sara Jongsma
- NFHR Office: Jeanne Poirier

Norwegian Fjord Horse Registry (NFHR)  
Board of Directors Resolution approving Signature Authority 2023

The Norwegian Fjord Horse Registry (NFHR), a corporation registered in the state of Vermont, by the authority stated in the corporation's Bylaws hereby authorizes the following named persons to conduct the financial and other corporate business of the Norwegian Fjord Horse Registry on its behalf, including but not limited to: opening or closing financial and bank accounts; signing checks or other drafts; and administering any records and property in the name of this corporation as authorized and limited by the Bylaws.

The persons authorized by this resolution are: Jeanne Poirier, NFHR Registrar; Gretchen Payne, Treasurer; and Eric Watness, President of the Board.

This resolution was adopted by an affirmative vote of the Norwegian Fjord Horse Registry Board of Directors on January 28, 2023 and reaffirmed in this form on February 15, 2023.

\_\_\_\_\_ Eric Watness, President

## Attachment 7

### REGISTRAR'S REPORT YEAR END 2022 (1/20/23)

**Horses Registered:** \* - Amnesty Year

	2009	2010	2011	2012	2013*	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Mares</b>	105	87	81	81	66	63	59	61	65	67	78	84	74	89
<b>Stallions</b>	16	18	7	7	15	9	14	17	20	34	42	55	44	51
<b>Geldings</b>	88	75	66	67	56	43	47	22	28	15	25	16	16	19
<b>Total for yr (all ages)</b>	209	181	154	155	137	115	120	100	113	116	145	155	134	159
<b>Ownership Transfer</b>	312	330	270	295	265	274	328	274	265	290	312	229	310	274
<b>Total Foals**</b>	191	144	132	103	92	81	77	82	101	118	133	129	126	106

\*\* - counts reflect DNA/registration completed

#### REGISTERED FJORD STATISTICS

**Color Statistics of NFHR Registered Horses:**

**Brown Dun** = 7073 (88.2%)

**Grey** = 469 (5.9%)

**Red Dun** = 237 (3%)

**White Dun** = 225 (2.8%)

**Yellow Dun** = 10 (.12%)

**Kvit** = 2 (.02%)

**Total Registered** = 8016

**Total Registered Mares** = 4388 Total ( 3801 living and 587 deceased)

**Total Registered Stallions** = 733 Total (594 living and 139 deceased)

**Total Registered Geldings** = 2895 Total (2631 living and 264 deceased)

(note: deceased numbers only reflect those which have been reported to the Registry. Thanks to those who have been reported!)

**Top Five States:**

**Wisconsin** = 713

**Washington** = 679

**Minnesota** = 620

**Montana** = 469

**California** = 415

**Hawaii & District of Columbia** = 1 District of Columbia, 3 Hawaii`

**British Columbia** = 117

**Nova Scotia** = 84

**Ontario** = 60

**5 NFHR Registered Fjords live in Limon, Costa Rica; 2 in Bermuda, 1 in New Zealand & 1 in Australia.**

**NFHR MEMBERSHIP for 2022: 672 (692 in 2021)**

Prepared 1/20/2023 jlp

## ATTACHMENT 8

Below is a list of registration-related services provided by the NFHR and their associated fees. Checks should be made out to the "NFHR" or "Norwegian Fjord Horse Registry." Canadian residents are encouraged to use credit cards for registration-related services.

	Members	Non-Members
Fjord foals less than six months of age	\$45	see note*
Fjord Horses - fjord foals six months to one year of age	\$65	see note*
Fjord Horse geldings remain \$65, after one year	\$65	see note*
Mares & Stallions - one, two or three years of age	\$90	see note*
Mares & Stallions - over three years of age	\$140	see note*
Registration transfer from an NFHR recognized registry	\$45	see note*
Duplicate registration certificates (only if original lost or destroyed)	\$55	\$55
Ownership transfer	\$45	see note**
Lease Recording	\$35	\$35
DNA Kit - required for all horses (parentage verification)	\$65	\$65
DNA Kit - (parentage unknown)	\$105	\$105
Recording/Processing of DNA obtained outside NFHR office	\$25	\$25
Recording of foreign DNA Marker Report	\$30	\$30
Semen transport permit (one-time fee, per stallion)	\$105	\$205
Notification of death	No charge	No charge
Notification of gelding	No charge	No charge

NOTE: DNA typing of Fjord Horses presented for NFHR Registration is required for ALL horses as of Jan 1, 2018.

NOTE: Age of horse is calculated when the forms are received by the Registrar. Send them in early and save some money!

\* - The NFHR Bylaws require membership for these services.

\*\* - Fees are doubled if SELLER/CURRENT OWNER is not a current NFHR member.

### Fee Increases for 2023: (last increase was 2015)

1. Life Memberships increased by 100%, \$1K Single, \$1200 Family
2. All annual memberships increased by \$10
3. All other fees/svcs increased by \$5

ATTACHMENT 9

NFHR LIFE MEMBERSHIPS  
1/23/2023

**Current Life Memberships:\***

172 Single Life
52 Family Life
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224 Total

\* Prior to June 2022 we had 207 Life Memberships

**2022 Herald Expenses:**

	Invoice total	Qty	
Spring	\$ 5,493.56	660	
Summer	\$ 5,551.36	655	
Fall	\$ 5,236.00	690	
Winter	\$ 5,983.14	690	
Sub total	<u>\$ 22,264.06</u>		
Editor	\$ 4,800.00	(\$1,200/issue)	
Grand Total	\$ 27,064.06	2,695	\$ 10.04 Each Magazine

Total Life Memberships: 224  
# magazines/year: 4

896 Total magazines to each Life member 4 issues/year

**\$ 8,997.92** Cost to the NFHR to deliver Heralds to all 224 Life Members