

UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Monday, August 26, 2019 / 6 pm. / Community Room / Upper Peninsula Animal Welfare Shelter

Mission:

Our mission is to improve the quality of life and welfare for domestic animals and to provide a safe haven while finding lifelong homes for the animals in our care. We embrace the No Kill* philosophy, seeking to end the euthanasia of healthy and treatable animals.

Vision:

A community where there are no homeless, neglected or abused animals, and where everyone understands and practices the level of commitment and responsibility that pet guardianship entails.

Agenda

1. Call to Order/Attendance
2. Public Comment
3. Approval of Agenda
4. Mission Moment
5. Approval of Minutes
 - a. July 22 - Regular Meeting Minutes
 - b. July 22 - Organizational Meeting Minutes
 - c. July 31- Special Closed Meeting Minutes
6. Unfinished Business
 - a. New Shelter Construction update
 - b. Budget for Final Construction Projects
 - c. Approval of August 6th E-Vote RE: Shelter Manager's Job Description
 - d. Approval of August 15th E-Vote RE: Amendment to Bookkeeper Contract
7. New Business
 - a. Resignation Letter from Kori Tossava, Executive Director
 - b. Read to Your Shelter Pet Program
 - c. Donor Development Database
 - d. Recommendation from the Personnel Committee – Additional Animal Caretaker Staffing
 - e. Recommendation from the Personnel Committee – Maintenance/Custodian Position
 - f. Recommendation from the Personnel Committee – Shelter Manager Position
 - g. Recommendation from the Personnel Committee – Wage Increase for Volunteer/Community Relations Coordinator
 - h. Recommendation from the Personnel Committee – Amendment to the Personnel Policies
 - i. Recommendation from the Personnel Committee – Hiring of Kate Mudge as Executive Director
8. Communications
9. President's Report
10. Treasurer's Report

- a. April F/S
- b. May F/S
- c. June F/S
- d. July F/S

11. Shelter Report(s)

12. Committee Reports

- a. Board Development Committee Report (Scott) -
- b. Finance Committee Report (Amber) -
- c. Fundraising Committee Report (Reva) – Written report.
- d. Strategic Planning Committee Report (Lynn) - No report.
- e. Personnel Committee Report (Reva) – Written report.
- f. Policy / Bylaw Committee Report (Colleen) – No report.
- g. Donor Development (Ad Hoc) (Leslie) -
- h. Community Room Plan (Ad Hoc) (Leslie) -
- i. Dog Park Committee (Ad Hoc) (Amber) -
- j. Grounds Committee (Ad Hoc) - Alex

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: September 23, 2019

UPPER PENINSULA ANIMAL WELFARE SHELTER (UPAWS)
BOARD OF DIRECTORS MEETING
Monday, July 22, 2019
UPAWS - Conference Room

PRESENT: Dr. Scott Jandron, Vice-President, Colleen Whitehead, Secretary, Lynn Andronis, Board Member, Leslie Hurst, Board Member, Reva Laituri, Board Member, Austin Loehr, Board Member [effective after (7)(c)], Alex Petrin, Board Member, Amber Talo, Board Member

ABSENT: Kathy Leone, President (excused), Jim Kinnunen, Board Member (unexcused)

STAFF: Kori Tossava (Executive Director)

GUESTS: Chris Danik, Felecia Flack, Austin Loehr, Linda Roncaglione and Crystal Swanson

- 1) Call to Order/Attendance: Meeting called to order at 6:01 pm
- 2) Public Comment: None
- 3) Approval of Agenda: Requests to make the following change to the Agenda; under New Business, add (d) Bookkeeper Contract. *Motion made by Lynn, seconded by Reva, to accept the July Board Agenda as amended. Motion passed with unanimous consent.*
- 4) Mission Moment: None
- 5) Approval of Minutes:
 - a) June 24, 2019 Regular Board Meeting Minutes: Corrections noted: page 1 (4) (b), last sentence changed to read: "She has received over 20 calls for adoptions. **Kaitlyn** stated that it has been her honor and duty to keep the community informed."; page 5 (11), Shelter statistics report was submitted; page 6 (12) (g) Donor Development Report was submitted; page 7 (15) first sentence changed to "Motion by Bob to go into Closed Session at 9:10 pm, seconded by Christian, **for discussion of personnel issues**". *Motion made by Reva, seconded by Leslie, to approve the June 24th Regular meeting minutes as amended. Motion passed with unanimous consent.*
 - b) June 24, 2019 Closed Session Meeting Minutes: *Motion made by Amber, seconded by Reva, to approve the June 24th Closed Session meeting minutes as submitted. Motion passed with unanimous consent.*
- 6) Unfinished Business:
 - a) New Shelter Construction Update: Amber reviewed current status. There have been some delays due to lack of a credit card, results in being unable to make payments and coordinate volunteers. Dog Park: is open but the key fobs were not working correctly, memberships will be pro-rated, Dog Park Forum was held and the logo selection has been completed, requested assistance with

the benches. Memorial Garden: difficult to get items paid for and coordinate with volunteers. Pole Barn: budget is in progress. Provided update on mBank credit card process. Punch list has been reviewed with Bromley and Keith, some items needs to be completed, some we may need to re-evaluate costs. Colleen asked if there was a written punch list that could be shared with the Board. Kori will forward email with a copy of the punch list to the Board. Kori asked where the materials/document from the owner's rep files were, she was not able to locate them in the office. Per Joan a binder was left in the office. Colleen to email Joan and confirm the location of the binder/files.

- c) Budget for Final Construction Projects: Scott reviewed the hard copy document. Bromley has a \$20,000 donation pending, may come out of retainage or as a check payment, Amber to follow up with Bromley, he stated that he prefers it to be a separate check donation. Alex offered to purchase (and be reimbursed) and pick up the 2 fridges and stove on the appliance list, Amber asked if the budget amount was approved, the fridge for the Vet area not yet approved, Lynn stated that someone has donated funds for the purchase, Kori stated that the current exam room fridge is broken, Lynn asked what the preference of the Board was. Scott asked if it was possible for Art Van to assist, Kori stated that they have been on-going supporters. *Lynn made a motion to have Alex price and purchase the 2 fridges and stove for the Community Room, not to exceed the budgeted amount, seconded by Leslie. Motion passed with 5-Yes votes and 1-Abstain (Alex).* New Shelter Construction Budget: Budget is for January-June of 2019. Kori stated that it was discussed at the Finance Committee meeting but only updating what has been spent, document is for information only, not for a formal vote. Alex asked if Amber needed any assistance with the facility maintenance issues, answer is yes, but will need to be further discussed during the Organizational Meeting.

7) New Business:

- a) Negaunee City Contract: Discussion: Northern Veterinary Associates (NVA) has been doing the contract's scope of work since 2002, high workload to perform the functions. Leslie asked if Ishpeming and Ishpeming Township are the only ones not using UPAWS. Response, Yes. Kori stated that they can have problems if Ishpeming exceeds stray holds, then the animals end up at UPAWS. Ryan drafted the contract being presented with City of Negaunee. Scott asked if they were prepared to enforce the drop off process, suggested training on accessing the facility and protocols. Leslie asked how many spaces were available, Kori stated 3 at a minimum, Scott stated that NVA averaged a couple per month. Lynn asked who charges and collects payment; response was City of Negaunee charges the individual and UPAWS collects the payment, Kori stated that it is a City fee, not UPAWS. Chocolay and Negaunee are the only ones that charge a pick and drop off fee, any emergency care after 24 hours, UPAWS responsible for the cost. Colleen asked about the language under euthanasia (C), Alex asked about the role of the City Health Department, Leslie asked if the City Health Department has a Vet on staff, response was No, Lynn stated that there is a 10 day hold required, Board agreed that we need an SOP to

establish guidelines for section (C). Amber asked if the Board was voting to approve the contract, Leslie stated that it has the same language as other contracts. Reva asked about page 4, (D), lack of an admin fee, UPAWS will be blamed for the City fees, why can't City of Negaunee collect the \$45.00 pick up fee, if we charge, then we should collect the admin fee, staff will be blamed for the fee/cost. Leslie stated that the citation is separate from the pick up fee. Lynn stated that the fee is paid to UPAWS versus a payment to the City of Negaunee. Kori stated that with Chocoley, we collect the fee. Lynn asked if there was an SOP in place. Amber asked if people would not bring pets to UPAWS because of the pick up fee, Lynn stated that it was expensive, pay both a daily fee and the pick up fee. Colleen asked for copies of the other municipal contracts, Kori will email to the Board. Amber asked if Policy/Bylaw Committee should assume responsibility for review. Amber made a motion, seconded by Alex, to have the Policy/Bylaw Committee review copies of all the municipal contracts and make a recommendation to the Board at the August meeting. Motion rescinded. Kori stated that all contracts should be reviewed on an annual basis. Alex stated that we should be accessing whether we should charge a fee for admin. Kori stated that the money is tracked separately. Amber stated that we are charging a flat rate to each municipality but each municipality is charging UPAWS different fees, we need consistency between all of the contracts. Alex asked if we could approve the contract as is and then review all contracts to ensure consistency. *Motion by Alex, seconded by Leslie, to approve the contract with the City of Negaunee as submitted, and that all contracts should be forwarded to the Policy/Bylaw Committee for review and standardization. Motion passed with 4-Yes votes (Reva, Amber, Leslie and Alex) and 2-No votes (Colleen and Lynn).* Further discussion, Leslie stated that we need input from the staff. Kori stated that it is a service to the community, Amber stated that we need to keep staff in mind as far as workload. Kori stated that workload was not an issue.

- b) Resignation Letter from Board Member Christian Verardi: *Motion by Lynn, seconded by Leslie to accept Christian's letter of resignation, with regret, as included. Motion passed with unanimous consent.*
- c) Report and Recommendation from Board Development – Candidates for Board Seats:
- Report and Recommendation from Board Development – Reva Laituri for Board Seat expiring July 2022: Crystal handed out ballots for voting. Board vote held via secret ballot. Voting requires 2/3 majority. *Report & Recommendation passed.*
 - Report and Recommendation from Board Development – Alex Petrin for Board Seat expiring July 2022: Crystal handed out ballots for voting. Board vote held via secret ballot. Voting requires 2/3 majority. *Report & Recommendation passed.*
 - Report and Recommendation from Board Development – Amber Talo for Board Seat expiring July 2022: Crystal handed out ballots for voting. Board vote held via secret ballot. Voting requires 2/3 majority. *Report & Recommendation passed.*
 - Report and Recommendation from Board Development – Austin Loehr for vacant Board Seat expiring July 2020: Crystal handed out ballots for voting. Board vote held via secret ballot. Voting requires 2/3 majority. *Report & Recommendation passed.* Austin then

joined the Board meeting as a voting Board member.

- d) Approval of Contract for Bookkeeper: Discussion: will this contract replace the auditor contract for payroll assistance, response Yes. *Motion by Lynn, seconded by Amber to accept the Bookkeeper Contract as submitted. Motion passed with 6-Yes votes and 1-Abstain (Austin).*

8) Communications:

- a) Scott shared verbal communications received from Dr. Holmstrom, Animal Medical Center, regarding her concern with the lack of placement of cats/kittens at the facility for adoption placement since January. She stated that she had contacted Ryan, but had heard that some cats had been transferred out, thought this was unfair due to the donations, per Lynn only 6 cats were transferred. Amber stated that she was hoping for a more positive relationship. Lynn stated that in the past there were concerns that a cat with diabetes was not receiving appropriate care, Scott asked if UPAWS was responsible for cleaning the kennels at AMC. Kori stated that Kaitlyn had contacted AMC 4 times, no return calls, yes we had 130 cats but not all were immediately available for adoption. Kori stated that the Board needs to consider good candidates for offsite adoptions and locations. Cats are quickly adopted thru foster or at UPAWS. She has submitted contract to AMC multiple times but still don't have signed contract, Ryan has spoken with staff at AMC, Scott recommended talking directly with Dr. Holmstrom. Lynn asked about cats on the UPAWS website, now adopted from AMC, but shown as cartoon image, not posted to UPAWS page but is posted on AMC page. Kori stated that the billing structure is different for each vet clinic, we need consistency between vet clinics and adoption sites. Kori stated that the foot traffic at the new shelter is less than the old shelter. The adoption center process needs to be refined. Scott stated that there needs to be follow up communication directly with Dr. Holmstrom and we need a signed contract in place.
- b) Amber shared that Dr. Garrish, Dr. Wilcox, and Dr. Holmstrom provided great feedback for the dog park as far as safety and health issues, received positive feedback and support. Dr. Garrish made suggestions regarding a board for the dog park to provide educational information and health alerts, she also asked about whether an animal could be triaged, the response was yes, if UPAWS was open at the time. Committee has considered placing a 1st Aid kit at the dog park in response to suggestions. Amber also shared a negative experience brought to her attention by a prospective volunteer from Wash-n-Wag who stopped by the shelter and was treated rudely. She left information for Amber, she was embarrassed from her treatment, had wanted a tour but decided to leave based upon how she was treated.
- c) Colleen shared a card to the Board from Ann as a thank you for employee bonuses.

- 9) President's Report: No Report submitted. Lynn asked if there was a revised draft of the ED Action Plan, Scott stated that it was a question for the Personnel Committee.

10) Treasurer's Report:

- a) April Financial Statements
- b) May Financial Statement
- c) June Financial Statements

Discussion: Reva stated that the Finance Committee does a good job of putting together the reports but errors have been found. With the turnover, lack of carryover of information, there have been a lot of questions. Amber asked about the Finance Committee, Kori working to catch up, stated that things will need to be reallocated, need someone for inputting data, someone to review, but don't have a Treasurer doing a review. Leslie stated that issues need to be resolved. Lynn asked if the reports can be approved as submitted. Kori stated that if there was a change in a previous statement, would make a narrative entry noting the change and why. The financial reports are being presented by the Finance Committee. *Lynn made a motion, seconded by Colleen, to table the financial reports until the Treasurer is in place and can review. Motion passed with 6-Yes votes and 1-Abstain (Austin).* Additional discussion: is it required to have the Board approve the financial reports. Lynn asked about bookkeeper procedures being developed by Kori, response was that it would be easier to do once a bookkeeper is on board, Kori is working on more of a "how-to" than financial processes.

- 11) Executive Director Report: Report was provided and is attached. Shelter statistics report submitted. Kori reviewed major points/highlights within her report. Discussion: Lynn asked about POS, how is it getting done, how using receipt sheets, done same was as before. Lynn asked when Ryan's last day is, also noted correction to report, page 1, under Legacy fundraising, correct "6536" to "4239". Kori anticipates draft SOP's by end of the month. Board doesn't need to approve changes but all are being updated so will be sent to the Board, changes can be noted in SOP's within the Shelter Manager's report. Lynn agreed that the Board should be informed. Lynn asked about numbers within Ryan's report, were incorrect for YTD intake, Kori stated that numbers are from Pet Point, Lynn stated that the numbers in the statistics report are different, wants more detail in reasons for why animals are euthanized. Colleen asked about the owner surrenders versus seized. Amber requested clarification the Business Memberships goal. Reva gave an update on the search for the lost dog, Sandy Place played a large role in capturing Charlie. Question about whether maintenance repairs by JP Electric are covered under warranty. Lynn asked if Kaitlyn was current on intakes, Kori stated yes. Vets have offered to come in on weekends, but nothing has been firmed up. Amber stated that there has been talk of the Vet Center and that if open we would catch up, but needs to be verified, Kori stated that some vets are willing to come in on their day off, having the Vet Center will not necessarily resolve the issues, Scott stated that there still needs to be planning done. Lynn asked about the grants report, Kori stated that the grants were for operational support. Lynn asked about the "bricks" tab, what is RBMW? Response, Rainbow Bridge Memorial Walk. Kori stated that she is meeting with the UNM group and TV 6 the next day.

12) Committee Reports:

- a. Board Development Committee (Reva): Report Submitted.
- b. Finance Committee Report (vacant): Report Submitted.
- c. Fundraising Committee Report (Amber): Report Submitted.
- d. Strategic Planning Committee Report (vacant): No Report Submitted.
- e. Personnel Committee Report (Kathy): Report Posted.
- f. Policy / Bylaw Committee Report (Colleen): Report Submitted.
- g. Donor Development Committee (Ad Hoc) (Reva): No Report Submitted.
- h. Community Room Plan Committee (Ad Hoc) (Alex): No Report Submitted.
- i. Dog Park Committee (Ad Hoc): (Amber): No Report submitted.
- j. Grounds & Facilities Committee (Ad Hoc): No Report Submitted.

13) Public Comment:

- a) Chris Danik submitted his Board member application, stated his interest in serving as a Board member.

14) Board Comment:

- a) Colleen asked for updates/feedback in regards to the Google drive. Leslie agreed to assume responsibility for the Google drive folders. Colleen will continue responsibility for the UPAWS Admin emails. Reviewed current email addresses and status. Board concurred to eliminate all email addresses for anyone other than Board members (former Board members to be given one week notice) or employees. Fundraising email needs to be reset.
- b) Lynn shared some good news, she walked in the 4th of July parade, people were cheering and clapping for UPAWS, she was "verklemt".
- c) Amber reminded everyone of the name a beer release party scheduled for Saturday from 6-10 pm.
- d) Leslie noted that the MI Pet Fund Alliance training was great.

15) Adjournment: *Lynn made the motion to adjourn, seconded by Amber. Motion passed with unanimous consent. Meeting adjourned at 8:35 pm.*

Next Meeting is August 26th, 2019 at 6:00 pm at UPAWS – Community Room.

Respectfully Submitted:

Counter Signed:

Colleen C. Whitehead
Board Secretary

Dr. Scott Jandron
Board Vice-President

UPPER PENINSULA ANIMAL WELFARE SHELTER (UPAWS)
BOARD OF DIRECTORS ORGANIZATIONAL MEETING
Monday, July 22, 2019
UPAWS - Conference Room

PRESENT: Dr. Scott Jandron, Vice-President, Colleen Whitehead, Secretary, Lynn Andronis, Board Member, Leslie Hurst, Board Member, Reva Laituri, Board Member, Austin Loehr, Board Member, Alex Petrin, Board Member (call-in), and Amber Talo, Board Member.

ABSENT: Jim Kinnunen, Board Member (unexcused)

1. Call to Order/Attendance: Meeting called to order at 10:30 pm.
2. Approval of Agenda: Motion made by Amber, seconded by Colleen, to accept the July Organizational Meeting Agenda. Motion passed with unanimous consent.
3. Election of Officers: Board to vote by individual secret ballot per 2019-2020 Officer position.
 - a. **President**: Motion made by Amber, seconded by Scott, to nominate Reva for President. Motion passed with 7 - Yes votes and 1 - Abstain.
 - b. **Vice President**: Motion made by Amber, seconded by Lynn, to nominate Scott for Vice-President. Motion passed with 7 - Yes votes and 1 - Abstain.
 - c. **Secretary**: Motion made by Colleen, seconded by Austin, to nominate Lynn for Secretary. Motion passed with 8 - Yes votes.
 - d. **Treasurer**: Motion made by Colleen, seconded by Leslie, to nominate Amber for Treasurer. Motion passed with 7 - Yes votes and 1 - Abstain.
4. Conflict of Interest Agreement: Forms were not provided in advance of the meeting. Colleen will bring copies for all Board members to sign at the August 26th Board meeting.
5. Committee Chair Interests:
 - a. Board Development: Scott to serve as Chair
 - b. Finance: Treasurer (Amber) will serve as Chair, per Bylaws
 - c. Fundraising: Reva to serve as Chair. Note: this may transition to Austin as Chair in the future.
 - d. Strategic Planning: Lynn to serve as Chair
 - e. Personnel: President (Reva) will serve as Chair, per Bylaws

- f. Policy-Bylaw: Colleen to serve as Chair
- g. Donor Development (Ad Hoc): Leslie to serve as Chair
- h. Community Room (Ad Hoc): Leslie to serve as Chair
- i. Dog Park Group (Ad Hoc): Amber to serve as Chair. Note for the August Board meeting: consider changing the Committee status to a Board Standing Committee.
- j. Grounds & Facilities Committee (Ad Hoc): Alex to serve as Chair

6. Adjournment: Colleen made the motion to adjourn, seconded by Lynn. Motion passed with unanimous consent. Meeting adjourned at 11:00 pm.

Respectfully Submitted:

Counter Signed:

Colleen C. Whitehead
Board Secretary

Scott Jandron
Board Vice President

Shelter Manager PD - R&R - E Vote

Inb
ox



Colleen Whitehead

Aug 5, 2019, 12:38 PM

o Reva, Scott, Amber, me, Alex, Jim, Leslie, Austin, Colleen

Report and recommendation from the President.

An updated/revised draft of the Shelter Manager job description was developed in June but was never presented to the Board for final approval. In order to provide future job applicants with an accurate description of what the job entails, I am recommending the Personnel Policies be amended to update the Shelter Manager's job description as attached.

Please respond no later 2:00 p.m. on Tuesday, August 6th with a yes or no vote.

Respectfully submitted,

Colleen Whitehead, Board Member

On behalf of Reva Laituri, Board President

Amber Talo

Aug 6, 2019, 12:01 PM

I vote yes.



Colleen Whitehead

Aug 6, 2019, 12:29 PM

I vote yes.



Leslie Hurst

Aug 6, 2019, 12:34 PM

I vote Yes.

Jim Kinnunen

Aug 6, 2019, 12:51 PM

I vote yes.

Alex Petrin

Aug 6, 2019, 1:41 PM

Yes Sent from my iPhone <UPAWS Shelter Manager Position Description.pdf>

Lynn Andronis <landronis@upaws.org>

Aug 6, 2019, 2:15 PM

Yes



**UPPER PENINSULA ANIMAL WELFARE SHELTER
POSITION DESCRIPTION**

JOB TITLE	Shelter Manager		
EMPLOYEE NAME	Vacant		
FLSA STATUS	Exempt / Salaried	SALARY LEVEL	\$28,000 - \$34,000 per year
STATUS	Full Time	LOCATION	Marquette County
REPORTS TO	Executive Director		

POSITION SUMMARY: The Shelter Manager is responsible for overseeing and managing the care of all UPAWS sheltered animals. The Shelter Manager must demonstrate compassion for all animals and have an understanding of the No-Kill movement as it is defined nationally. The position must demonstrate use of independent judgment in all aspects of the care of animals and efficient operations of the animal shelter, including determining need for veterinary services, special needs of animals, grooming, maintenance of the shelter equipment, facilities and grounds, and vehicle maintenance.

EDUCATIONAL AND QUALIFICATION REQUIREMENTS: Certified Veterinary Technician or minimum two year post secondary education. Must have compassion and concern for the humane treatment and care of animals and have a clear understanding and commitment to UPAWS Mission and Vision. Must possess strong interpersonal and communication skills (both oral and written) and the ability to work effectively with a wide range of constituencies in a diverse community. Knowledge of the fiscal management principles and practices in preparation of budget formulation and financial reports. Ability to establish priorities, maintain confidentiality, and work in collaboration with the Executive Director, staff, the community and outside organizations. Preferred experience in personnel management and operating as a team. Must have previous animal handling experience and skills. Prefer office management experience and knowledge/skills, detail oriented, demonstrate positive customer service skills. Possess a valid Michigan driver's license, and be deemed an acceptable risk by the insurance carrier.

ADDITIONAL SKILLS AND ABILITIES: Practical knowledge of animal welfare program systems and practices. Ability to positively motivate and develop staff and volunteers and build consensus. Ability and emotional capability to make decisions regarding euthanasia. Competence in preparing and reading fecal samples and ability to draw blood safely and humanely. Knowledge of common animal shelter cleaning procedures and Knowledge of basic medical terminology, general pet first aid, animal health assessments and behavior modification training procedures.

ESSENTIAL DUTIES include the following; other related duties may be assigned by the Executive Director:

- Oversee shelter operations including; admissions and adoptions of animals per UPAWS policies, implementing Spay Day events, maintaining lost and found files and ensuring appropriate advertising, maintaining the confidentiality of shelter records and information and overseeing animal neglect/cruelty investigations.
- Maintain open, positive communication and relationships with the Board of Directors, Executive Director, staff, volunteers and the community at large.
- Oversee all social media and website information in collaboration with the Volunteer/Community Outreach Coordinator.
- Coordinate with the Executive Director and Shelter staff to maintain accurate animal records and statistics. Maintain accuracy of data within Pet Point database.
- Prepare and submit a monthly written report for the Executive Director regarding shelter operations and make recommendations for change or improvement to operations. Keep the Executive Director apprised of any unusual or noteworthy activities or situations.
- Assist the Board Treasurer and Executive Director in preparing an annual operating budget showing the expected revenue and expenditures as required by the Board of Directors, participate as a key liaison in budget and contract reviews, and exercise budget control over contracts and grants.
- Work with the Executive Director to ensure the shelter operates within budget guidelines, monitor the UPAWS operating budget and recommending adjustments as needed.
- Responsible for billing associated with operations; including payroll oversight, municipal contracts, veterinarian billing, credit cards expenses and medical vouchers. Maintain an appropriate level of inventory and authorize operational purchases as needed.
- Responsible for the supervision and training of UPAWS shelter staff; maintain a work environment that attracts, retains, and motivates a diverse, quality staff who support and promote the mission and goals of UPAWS; serve as a catalyst for effective teamwork among staff.
- Responsible for hiring, performance management (including evaluations and disciplinary action), promoting or demoting, and termination of employees. Includes scheduling employee hours, including on-call rotations with appropriate staff members, and maintaining employee files.
- Ensure compliance with Personnel Policies and Procedures. Ensure coordination among staff and projects by ensuring positive communication, organizing workloads and task distribution, cross training of staff, and enforcement of UPAWS Standard Operating Procedures. Make recommendations for changes to the Executive Director as needed.
- Foster volunteerism at the shelter, maintaining a positive environment and providing

volunteers with information and support. Training, information and support done by Volunteer Coordinator with feedback from Shelter Manager if requested.

- Responsible for Facility Management, including maintaining safe conditions and environment for employees, animals and public and ensuring the security of all animals and the entire shelter facility. Ensure compliance and adherence to all UPAWS policies and procedures and applicable local, state and federal laws and regulations, including safety and permits; ensure strong risk management practices are in place to safeguard staff, animals, facilities and UPAWS reputation.
- Work continually with other animal shelter professionals and organizations to ensure that the highest quality of care may be rendered to the animals in UPAWS care at all times; including ensuring that staff are properly trained in the well-being and humane treatment of all animals.
- Ensure that short and long term strategies are implemented responsibly to reduce intakes, increase adoptions, improve animal care, provide behavior and medical rehabilitation, encourage spaying and neutering, and help pets stay with their responsible caretakers.

SUPERVISION EXERCISED: Animal Caregivers, Veterinary Assistant, Community Outreach and Volunteer Coordinator, Supervisors.

WORK ENVIRONMENT: Working hours vary depending on scheduling of programs and often include evenings, weekends, and holidays in addition to daytime hours. Must be able and willing to work with sick, injured or potentially dangerous animals. Must be able to tolerate loud working conditions and strong odors. Must be physically able to lift heavy objects (in accordance with OSHA).

EQUIPMENT AND MATERIALS USED: Janitorial, safety, office, seasonal tools, medical supplies, UPAWS vehicle, cameras, animal handling gear, chemical disinfectants and cleaners, drugs/vaccines as directed by veterinarian, others as specified.

Updated 06/21/19



E-Vote for Revised Bookkeeper Contract

Reva <revalait@charter.net>

Tue, Aug 13, 2019 at 6:42 PM

To: Alex Petrin <apetrin@upaws.org>, Amber Talo <Atalo@upaws.org>, Austin Loehr <aloehr@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Lynn Andronis <landronis@upaws.org>, Scott Jandron <sjandron@upaws.org>

Following is a report and recommendation from the Treasurer regarding the contractual services of a bookkeeper. Her recommendation is self-explanatory. I would suggest if you have any questions, you contact Amber prior to voting, as anything other than yes or no vote will send the question to a meeting.

The recommendation is to amend the Contract Bookkeeper salary from \$15/hr. rate not to exceed \$20,000 to **\$25/hr. not to exceed \$20,000.**

Please reply with your yes or no vote no later than 7:00 p.m., Thursday, August 22, 2019.

Reva

From: Amber Talo [mailto:atalo@upaws.org]
Sent: Tuesday, August 13, 2019 3:44 PM
To: Reva <revalait@charter.net>
Subject: E-Vote

Report and recommendation from the Treasurer:

To amend the approved Bookkeeper contract from a \$15/hr rate not to exceed \$20,000 to **\$25/hr not to exceed \$20,000.**

The reason being is that I found the going rate for professional bookkeeping to exceed \$50/hour. The \$25/hr rate would come at a 50% savings to us. If we paid \$15/hour they would lose money providing this service by paying the employee their wages. I am recommending LaCosse & Associates for the bookkeeper contract whom have years of non-profit experience, and I have worked with for years and fully trust to be experienced, professional, and highly efficient. Per the current approved contract verbiage: *the contractor shall bill no more than 20 hours per week for the period of performance of this agreement without prior approval by the Treasurer. Neither the period of performance nor the annual maximum of the contract (\$20,000) can be extended or amended without prior authorization by the UPAWS Board of Directors and the Contractor.* After speaking to LaCosse & Associates they do not feel we would exceed the 20/hours a week even during the transitional/orientation period. After the transition period, they anticipate it only being a few hours each week. Without having gone into a full orientation of our current processes and needs, it's hard to quantify the exact number of hours needed weekly but in their experience do not anticipate it being more than a few hours each week after transitioning. If for some reason the contract services began to push near the

\$20,000 they would not terminate the contract services, we simply would have to reevaluate the contract for future board approval to reflect the additional services warranted/needed.

I will meet with LaCosse (pending approval of this recommendation) next week to begin the transition to their firm for bookkeeping services. This contract would also terminate our current payroll/payroll liabilities contract with MTNHK, which in turn saves us additional funds. LaCosse & Associates would take over all of the bookkeeping including payroll/payroll liabilities.

Respectfully submitted,

Amber Talo

Treasurer



UPAWS Contract Bookkeeper.doc
49K

Austin Loehr <aloehr@upaws.org> Tue, Aug 13, 2019 at 6:58 PM
To: Reva <revalait@charter.net>
Cc: Alex Petrin <apetrin@upaws.org>, Amber Talo <Atalo@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Lynn Andronis <landronis@upaws.org>, Scott Jandron <sjandron@upaws.org>

Yes

Sent from my iPhone

[Quoted text hidden]

<UPAWS Contract Bookkeeper.doc>

Scott Jandron <sjandron@upaws.org> Tue, Aug 13, 2019 at 8:49 PM
To: Austin Loehr <aloehr@upaws.org>
Cc: Reva <revalait@charter.net>, Alex Petrin <apetrin@upaws.org>, Amber Talo <Atalo@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Lynn Andronis <landronis@upaws.org>

Yes

Sent from my iPhone

[Quoted text hidden]

Colleen Whitehead <cwhitehead@upaws.org> Tue, Aug 13, 2019 at 8:53 PM
To: Scott Jandron <sjandron@upaws.org>
Cc: Austin Loehr <aloehr@upaws.org>, Reva Laituri <revalait@charter.net>, Alex Petrin <apetrin@upaws.org>, Amber Talo <Atalo@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Lynn Andronis <landronis@upaws.org>

Yes

[Quoted text hidden]

Leslie Hurst <lhurst@upaws.org>

Tue, Aug 13, 2019 at 9:27 PM

To: Colleen Whitehead <cwhitehead@upaws.org>

Cc: Scott Jandron <sjandron@upaws.org>, Austin Loehr <aloehr@upaws.org>, Reva Laituri <revalait@charter.net>, Alex Petrin <apetrin@upaws.org>, Amber Talo <Atalo@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Lynn Andronis <landronis@upaws.org>

Yes

[Quoted text hidden]

Alex Petrin <apetrin@upaws.org>

Wed, Aug 14, 2019 at 4:42 AM

To: Reva <revalait@charter.net>

Cc: Amber Talo <Atalo@upaws.org>, Austin Loehr <aloehr@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Lynn Andronis <landronis@upaws.org>, Scott Jandron <sjandron@upaws.org>

Yes

Sent from my iPhone

On Aug 13, 2019, at 6:42 PM, Reva <revalait@charter.net> wrote:

[Quoted text hidden]

<UPAWS Contract Bookkeeper.doc>

Lynn Andronis <landronis@upaws.org>

Wed, Aug 14, 2019 at 1:25 PM

To: Alex Petrin <apetrin@upaws.org>

Cc: Reva <revalait@charter.net>, Amber Talo <Atalo@upaws.org>, Austin Loehr <aloehr@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Scott Jandron <sjandron@upaws.org>

Yes.

[Quoted text hidden]

--

Lynn Andronis

Amber Talo <atalo@upaws.org>

Wed, Aug 14, 2019 at 2:53 PM

To: Lynn Andronis <landronis@upaws.org>

Cc: Alex Petrin <apetrin@upaws.org>, Reva <revalait@charter.net>, Austin Loehr <aloehr@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Scott Jandron <sjandron@upaws.org>

Yes

[Quoted text hidden]

Jim Kinnunen <jkinnunen@upaws.org>

Wed, Aug 14, 2019 at 3:44 PM

To: Amber Talo <Atalo@upaws.org>

Cc: Lynn Andronis <landronis@upaws.org>, Alex Petrin <apetrin@upaws.org>, Reva <revalait@charter.net>, Austin Loehr <aloehr@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Scott Jandron <sjandron@upaws.org>

Yes

[Quoted text hidden]

CONTRACTOR SERVICES AGREEMENT

This Agreement is made between the Upper Peninsula Animal Welfare Shelter (UPAWS), 815 South State Highway M-553, Gwinn, MI 49841 and _____ (Contractor), on this ____ day of August 2019. UPAWS agrees to contract for the services of the Contractor and the Contractor agrees to provide the services; under the terms and conditions of this Agreement.

I. Statement of Work

The Contractor's work will include the following:

- Complete bi-weekly payroll and maintain payroll and fringe benefits data base;
- Enter employee approved timesheets into Quickbooks and file required payroll taxes on behalf of UPAWS;
- Reconcile bank accounts and subsidiary ledgers on a monthly basis and have them reviewed by Treasurer and Executive Director;
- Maintain Accounts Payable including disbursement of funds for all shelter operations;
- Maintain Accounts Receivable, including preparation of all invoices;
- Obtain required signatures for all bills/invoices and checks;
- Assist with recording new assets and updating fixed asset list and depreciation schedule;
- Enter all financial transactions into Quickbooks accurately and in a timely manner;
 - Document deposits in Quickbooks;
 - Document/Enter credit card charges and petty cash receipts into Quickbooks;
 - Reconcile all accounts in Quickbooks against statements;
- On a monthly basis, run and print Profit & Loss and Balance Sheet with previous year comparison for Board and Executive Director review and approval;
- Analyze monthly financial reports and address any variances with Treasurer;
- Prepare and/or maintain appropriate financial records as may be required by Federal, State, or Local Laws/Statutes or as directed by the Board of Directors;
- Maintain files on financial material according to Federal, State, Local laws/statutes or comply with the auditor's recommendation or general accounting practices;
- Assist with annual audit as needed;
- Maintain confidentiality of shelter business;
- Assist the UPAWS Treasurer and applicable staff on an as-needed basis based upon written or verbal request from the UPAWS Board of Directors; and
- Upon request, assist in the review of policies and procedures, manuals and organizational forms that may be identified to improve financial record keeping for UPAWS.

II. Payment

In full consideration of the services to be provided hereunder, UPAWS agrees to pay Contractor for services described in the Statement of Work, which is incorporated herein; at a rate of \$25.00 per hour for hours incurred directly related to the performance of this contract. This contract is not to exceed \$20,000, in contract costs, unless otherwise agreed upon by both the UPAWS Board of Directors and the Contractor. As a precondition to receipt of any payments under this Agreement, Contractor must provide the UPAWS with a monthly invoice detailing specific services provided by the Contractor. Payment for approved invoices will be made within 10 days of receipt of such invoices by the UPAWS. Final billing must be received within thirty (30) days of the completion or termination of this Agreement.

III. Period of Performance

Contractor shall devote as much time and effort to the work as is necessary to diligently fulfill their obligations under this Agreement. All work performed and billed under this contract shall be conducted at the UPAWS Shelter facility; unless otherwise negotiated. Contractor shall begin work on August __, 2019. It is anticipated that the contract will last through June 30, 2020. Contractor shall bill no more than 20 hours per week for the period of performance of this Agreement without prior approval by the Treasurer. Neither the period of performance nor the annual maximum of the contract (\$20,000) can be extended or amended without prior authorization by the UPAWS Board of Directors and the Contractor.

IV. Principal Contacts

All notices under this Agreement will be sent to the following designated Principal Contacts under this Agreement. UPAWS may change its Principal Contacts at any time by written notification.

UPAWS's principal contact:

Amber Talo
Treasurer, UPAWS Board of Directors
Phone: (906) 458-9904
Email: treasurer@upaws.org

Contractor's principal contact:

Name
Address
Phone:
Email:

Contractor and their work shall be supervised by the Treasurer of the UPAWS Board of Directors.

V. Independent Contractor

It is understood and agreed that _____ is an independent Contractor with respect to all work to be performed under this Agreement and that the Contractor is not an agent or employee of UPAWS. It is further understood and agreed that the Contractor is not authorized to act on behalf of the UPAWS, and that actions of the Contractor, are not actions of UPAWS.

The Contractor shall assume full responsibility for payment of all applicable federal, state, and local taxes, and/or special levies required under unemployment insurance, social security, income tax, and/or other laws with respect to the Contractor's performance of their obligations and receipt of payment under this Agreement.

VI. Representations and Warranties of Contractor

The Contractor represents and warrants that they have all of the qualifications, education and experience required to complete the work intended to be completed under this Agreement. If the Contractor is not so qualified, their lack of qualifications is grounds for immediate termination of this Agreement by UPAWS without liability. The Contractor shall devote their best efforts to carry out the work required by this Agreement in accordance with the standard of professional care, skill and diligence normally adhered to by a professional in this field providing similar services.

VII. Termination

This Agreement may be terminated by either party at any time without cause by giving thirty (30) days advance notice of such termination to the other party. The Contractor shall only be paid for work performed, and reasonably billed for, prior to the effective date of termination.

VIII. Confidentiality

The Contractor acknowledges that all information related to their work under this Agreement, including all findings, reports, and other information provided either directly or indirectly, by UPAWS, in connection with this agreement or developed, compiled, or created by the Contractor in performing their services under this Agreement, is confidential and proprietary information owned by, and of great value to UPAWS. Accordingly, the Contractor agrees not to disclose any such confidential information to any person without the prior, written authorization of the UPAWS Board of Directors.

IX. Amendment

This agreement may be amended only by a written document signed and approved by the UPAWS President and the Contractor.

X. Authorization

This contract will remain in force as signed by the UPAWS Board President on _____, 2019.

President
UPAWS Board of Directors

Date

Contractor

Date

Note: For advertising/recruitment purposes:

Preferred Qualifications:

- Associate degree in business or accounting, or equivalent experience.
- 2-3 years previous bookkeeping experience.
- Excellent computer skills, including proficiency in using word processing, spreadsheets and Quickbooks.
- Detail oriented with superior organizational skills.
- Highly motivated with ability to work independently.
- Experience in general office work.
- Strong analytical skills, ability to learn and effectively use information management systems.
- Ability to manage competing priorities.

From: Kori Tossava ktossava@upaws.org
Subject: Fwd: ED/Board Goals
Date: Aug 6, 2019 at 4:46:35 PM
To: Scott Jandron sjandron@upaws.org

Dear UPAWS Board of Directors,

I am respectfully tendering my resignation as Executive Director of the Upper Peninsula Animal Welfare Shelter. Please consider this as my formal notice and share with the board of directors so that you may fill the position quickly and efficiently. Please consider this a 2 week notice for the end of my employment by UPAWS but will commit to providing active support in the transition, after hours or weekends, through the end of September. I will do this as a volunteer consult to coordinate the ED transition documents and bookkeeping training and duties (until a bookkeeper is seated). This will fully complete and extend any 30 day notice, although it will be outside of the 'normal 9-5' and as an unpaid volunteer. Further, there are some projects that are in process I would like to help complete, including the memorial garden, constituent management resources database, and kids clubs programs.

After that, I hope be able to channel my passion for animal welfare into volunteering. If there are areas the board thinks I can help with, as a volunteer, I would be happy to consider those as needed. Please know that UPAWS carries all my best wishes with it to succeed in the future, the mission is near and dear to my heart. In addition, please understand that my belief is that animal welfare can not be automated- it is done with the boots on the ground, the blood, sweat, and many tears from the staff at UPAWS who stay late, lose sleep, and struggle on a daily basis to make sure we are taking the best care of the animals that we can. Please know that the team at UPAWS is the best team that I have ever worked with. I cannot express the awe I have for that team on a daily basis, you are lucky to have them.

Thank you for your consideration and, as always, I am available for questions.

Sincerely,

Kori

--

Kori Tossava
Upper Peninsula Animal Welfare Shelter, Inc
(906) 475-6661
84 Snowfield Road
Negaunee, MI 49866
www.upaws.org

GIVE TODAY!

"Our mission is to improve the quality of life and welfare for domestic animals and to provide a safe haven while finding lifelong homes for the animals in our care. We embrace the No Kill philosophy, seeking to end the euthanasia of healthy and treatable animals. We envision a community where there are no abandoned, neglected or abused animals, and where everyone understands and practices the level of commitment and responsibility that pet guardianship entails."

--

Kori Tossava
Upper Peninsula Animal Welfare Shelter, Inc
(906) 475-6661
84 Snowfield Road
Negaunee, MI 49866

**RECOMMENDATIONS FROM THE PERSONNEL COMMITTEE
AUGUST 26, 2019**

Recommendation #1, Additional Animal Caregiver Staffing:

At the June Board meeting the Shelter Manager requested the addition of two part-time animal caregivers, which was referred to the Personnel Committee for review and recommendation. The additional staffing would allow for up to 63 additional staff hours per week. The Personnel Committee reviewed and concurs with this request and recommends the Board approve the hiring of one additional regular part-time caretaker and one additional occasional part-time animal caregiver.

Recommendation #2, Shelter Manager Position:

The Personnel Committee recommends placing a hold on the hiring of the Shelter Manager position pending assessment by the new Executive Director.

Recommendation #3, Maintenance/Custodian – New Position:

In lieu of the immediate hiring of the Shelter Manager position, the Personnel Committee recommends the hiring of a part-time (20 hours per week) Maintenance/Custodian worker. The position description has been included for review and approval.

Recommendation #4, Wage Increase for Volunteer/Community Outreach Coordinator:

The Personnel Committee recommends that the Board authorize a \$1.00/hr. increase in wage for the Volunteer/Community Outreach Coordinator to be effective August 25, 2019. This will bring the position's wage rate in line with that of the Supervisor positions. Over time this position has acquired responsibilities on par with those of the Supervisors.

Recommendation #5, Amendment to the Personnel Policies, Article III, Section 10, On-Call:

Currently, the minimum for two hours pay on a call-out is addressed in both Articles II and III. To clarify Article III, Section 10, first paragraph, the Personnel Committee recommends the adding the following language changes to be consistent with Article II, Section 6:

Section 10. On-Call. *Employees scheduled to be on-call shall be compensated in the amount of \$10.00 per day. A day shall be defined as the period from 4:30 p.m. to 8:30 a.m. An employee responding to a call-out after logging out at the end of their regular*

work will be compensated at a rate of time and one-half (1-1/2) their regular hourly rate but not less than \$25 for the call-out, for a minimum of two (2) hours work.

Recommendation #6, Hire Kate Mudge as Executive Director:

The Personnel Committee recommends the hiring of Kate Mudge as Executive Director with a start date no later than October 1, 2019, in accordance with the terms outlined in the Employment Agreement.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Lisa Katten".

Chairperson



**UPPER PENINSULA ANIMAL WELFARE SHELTER
POSITION DESCRIPTION**

JOB TITLE	Maintenance/Custodian		
EMPLOYEE NAME	Vacant		
FLSA STATUS	Non-Exempt / Hourly	SALARY LEVEL	\$11.00 per hour
STATUS	Part Time (20 hours per wk)	LOCATION	Marquette County
REPORTS TO	Executive Director		

POSITION SUMMARY: The Maintenance/Custodian position is responsible for the day-to-day maintenance and repair of the building, landscaping, grounds and equipment. Responsible for general custodial duties, including visual and bacterial cleanliness.

EDUCATIONAL AND QUALIFICATION REQUIREMENTS: One (1) year experience working in a facility setting providing custodial and/or grounds keeping services preferred. High School Diploma or GED equivalent. Must be able to carry out the essential duties, functions and responsibilities of the position. Must be able to interpret manufacturer's instructions and drawings, construction plans and specifications and building codes. Skill in using cleaning tools such as buffers, vacuum cleaners and proper cleaning techniques. Basic communication and interpersonal skills in handling interactions with staff and visitors. Ability to read, write, understand, and follow written and verbal instructions. Ability to follow safety procedures to avoid creation of hazards and contamination of oneself, staff and visitors. Must be able to use a variety of cleaning agents and solutions to clean a variety of stains and bacteria. Ability to clean and make mechanical adjustments on machines and other uses of custodial supplies and cleaning equipment. Possess a valid Michigan driver's license, and be deemed an acceptable risk by the insurance carrier.

ADDITIONAL PREFERRED SKILLS AND ABILITIES: Knowledge of standard plumbing methods and techniques and skills to remove, clean, and reinstall. Knowledge of electrical fixtures, wiring, and control; such as light switches, circuit breakers, fuses, relays and outlets, how they are installed and how they operate. Knowledge of mechanical and electrical equipment utilized in the Shelter. Knowledge and understanding of facilities operations, HVAC systems, maintenance and repair of equipment, the functioning of building systems and their inter-relationships to provide comprehensive building environmental control. Practical knowledge of animal welfare program systems and practices.

ESSENTIAL DUTIES include the following; other related duties may be assigned by the Executive Director:

- Responsible for overall facility maintenance, including maintaining safe conditions and environment for employees, animals and public and ensuring the security of all animals and the entire shelter facility.
- Vacuum, sweep, mop, scrub, apply floor finish and polish floor surfaces throughout the Shelter. Work is done by hand or with powered equipment, some of which require a training period. Keep inventory of cleaning materials and equipment and requests supplies when necessary.
- Empty waste baskets and trash containers from offices and regular trash containers from assigned areas throughout the facility. Take the refuse outside to dumpsters. Clean containers as necessary.
- Wash windows identified within the facility, dust blinds, wash walls, dust vents, replace light fixtures in all areas on a routine basis or when required. These duties require climbing and standing on ladders. Wash chairs and benches in reception area. Use mops, brushes, cloths and cleaning solutions in the performance of duties.
- Keep restrooms in a clean, orderly, and sanitary condition by sweeping and scrubbing floors. Clean, disinfect, and deodorize lavatories, urinals, and toilet bowls. Clean mirrors, dispensers, vents, and water fountains. Dust ledges and woodwork. Replace deodorizers, toilet tissue, hand towels, and soaps.
- Responsible for facility maintenance; to include changing HVAC filters, cleaning drain traps, minor repairs, and other miscellaneous work requests. Assist in moving heavy items, such as furniture, exam tables, and cabinets.
- Assist with picking up and stocking supplies; to include inventorying and stocking supplies to ensure adequate quantities are available on a consistent basis. Responsible for dropping off recycling and miscellaneous errands, as requested. Identify supplies and materials needed on a quarterly basis for the Executive Director's review and inclusion in the annual budget.
- Responsible for maintaining landscaping and ensuring proper upkeep of sidewalks, driveways, parking lots and other ground features; to include snow blowing and removal, mowing and grounds clean up as needed.
- Plan for the use of equipment, materials, and tools on a daily or project-by-project basis, taking into account overall Shelter needs and input from the staff. Ensure supplies and materials are ordered and delivered to the Shelter so as not to create delays or

shortages.

- Determine and change priorities, and work requests when necessary and make minor deviations in procedures to overcome problems such as equipment failure, material delays, or unplanned absences. Notify Executive Director when revisions to established priorities, personnel or other resources are required.
- Maintain custodial equipment by cleaning, oiling or adjusting machine to ensure maximum use. Report all necessary major repairs to the Executive Director. Maintain a process for preventive maintenance and adds new equipment to maintenance schedule as needed.
- Perform assigned tasks based on general methods, procedures, policies and goals established the Executive Director. Receive direction from the Executive Director through oral and written instruction, as well as work orders.
- Report all incidents, maintains necessary reports and records.
- Ensures compliance and adherence to all UPAWS policies and procedures and applicable local, state and federal laws and regulations, including safety and permits; ensure strong risk management practices are in place to safeguard staff, animals, facilities and UPAWS reputation.

SUPERVISION EXERCISED: None.

WORK ENVIRONMENT: Working hours vary depending on scheduling of programs and often include evenings, weekends, and holidays in addition to daytime hours. Must be able to tolerate loud working conditions and strong odors. This position may be exposed to certain health risks that are inherent when working within an animal shelter facility. This position requires exposure to outside environment. When performing the duties of this job, the employee may be required to frequently stand, walk, sit, bend, twist, talk and hear. There may be prolonged periods of standing, walking, driving or riding in maintenance vehicles. The employee must be physically able to lift and/or move heavy objects, often up to 100 pounds.

EQUIPMENT AND MATERIALS USED: Janitorial, safety, office, seasonal tools, UPAWS vehicle, cameras, animal handling gear, chemical disinfectants and cleaners, others as specified.

Created: 08/23/19

**PRESIDENT'S REPORT
AUGUST 26, 2019**

I apologize that this report is not a typical President's Report, but with the July 31 departure of the Shelter Manager and August 9 departure of the Executive Director, my first month in office has been anything but typical. It has run the gamut from mopping up dog pee to discussions with law enforcement and from retrieving and answering emails and phone messages to vouchering bills payable and helping to find a new Executive Director. And as many of you have found out, I have also learned the art of delegation.

I do want to thank all the staff and board members who have stepped in to take care of essential duties in the absence of a Shelter Manager and Executive Director. I know this interim period is putting a lot of extra work on everyone, but I think it fair to say it is also a unique learning experience and will prove to be a valuable tool moving forward, especially when we begin our strategic planning sessions. This time is also providing an opportunity to get to know the staff better and become better acquainted with day-to-day operations.

The transition documentation left by Ryan and Kori provided a basis for a sign-up sheet of essential day-to-day duties as well as any outstanding issues, upcoming events, plans, programs, or meetings that needed attention. It was a proud moment to see nearly every duty picked up in less than 24 hours, and shortly after, all duties and responsibilities assumed. It is indicative of the level of dedication, commitment to teamwork and desire to continue the same high level of services to the animals and community without interruption. While I have not named individuals and listed all the contributions, everyone has reason to be proud.

The support, communication, collaboration, and patience of staff, board and volunteers is immeasurably appreciated. Thank you for so generously sharing your knowledge, skills and time.

Respectfully submitted,



<6 mos. <6 mos.

Jul-19		DOGS	PUPS	CATS	KITS	OTHER	TOTAL	YTD
INTAKE								
Owner Surrender		23	0	33	11	18	85	423
Returned Adoption		5	0	4	0	0	9	49
Stray (from Police, Public and Shelter Pickup)		24	0	23	4	1	52	215
Seized/Custody		2	0	3	1	0	6	75
Transferred from Other Shelters		1	0	0	20	0	21	116
Total Intake		55	0	63	36	19	173	878
Total Intake YTD by Species		271	27	371	135	74	878	878
OUTCOMES								
Adoptions (shelter, foster home or special event)		29	0	45	27	8	109	595
Total Adoptions YTD per species		167	14	298	58	58	58	595
Returned to Owner		23	0	10	0	0	33	128
Transferred to Rescue Groups/Shelters		3	12	0	0	0	15	27
EUTHANIZED/DEATHS/MISSING/STOLEN								
Dangerous		0	0	0	0	0	0	4
Dying		1	0	0	1	0	2	10
Animal's Name and Reason		Bentley-dying			Unnamed kitten-dying			
TOTAL ANIMALS EUTHANIZED		1	0	0	1	0	2	14
Died at shelter/foster home - Unknown		0	0	1	1	0	2	3
Missing/Stolen/Escaped		0	0	0	0	0	0	1
Animal's Name and Reason				Received during surgery	10 day old kitten died			
SAVE RATE (Intake- Euthanasia Outcome)/ Intake								98.41%
ASPCA Live Release Rate (Live Outcomes/ Intake)								90.8%
OTHER INFO								
Avg. Length of Stay		30.6				Felines		25.7
Monthly Return Rate		17.2%						5.6%

Jul-19

	<6 mos.		<6 mos.				
	DOGS	PUPS	CATS	KITS	OTHER	TOTAL	YTD
CLINIC SERVICES							
Owner Requested Euthanasia	2					2	12
Bite Hold (for Owner)						0	0
Spay/Day						0	15
Community Spay/Neuter (Spay It Forward)	2		4			6	22
Targeted Spay/Neuter						0	0
Clinic-Other						0	2
Service						0	0
Microchipping	5	2				7	37
Domestic Violence						0	0
Pending Investigation						0	0
Boarding						0	1
Cruelty						0	0
Home 2 Home	2					2	13
Total	11	2	4	0	0	17	102

8/25/19

Veterinary Assistant Report
Kaitlyn Keto

- I attended a conference held here at UPAWS put on by the Michigan Humane Society. It was a 2 day conference with Animal Welfare best practices for Shelters and rescues on the first day, then the law enforcement training on the second day. It was the best conference I have attended in terms of how well the information was laid out. I feel like out of the statewide conference and other courses I've attended, this one has truly given me the most out of it and I understood everything as it was very well spoken. I plan on taking over using the \$8,000 County Grant Kori had gotten for this event and holding another one in the wintertime, since we didn't pay anything except the stipend to the Police Departments who sent Officers. Debby McDonald will be emailing me a full list of courses they provide and I will attend the Police Chief's meeting and get their feedback with what they would like to see and learn. Overall, we had 1 State Trooper, Marquette City Detective, Marquette City Animal Control Officer, 1 Sheriff, and 2 Negaunee City Officers in attendance for the Law Enforcement training. In the future, our Departments will hopefully be more staffed and "slower" in the winter time so more can attend.
 - If you are interested in the powerpoints that were shown, I do have a link.
 - <https://tinyurl.com/y25qwese>
- The Veterinarian who has moved from Philadelphia has called wanting to set up a meeting about coming in but I haven't had time to do so, but I have just sent her an email so hopefully that will be rolling soon. I will try to arrange something with Dr. Jandron, her, and myself to meet. I have already given her a tour the last time she was in town visiting.
- We are back at 4 weeks surgery times at all clinics ☺ I truly believe on-site surgeries are essential to helping everything run efficiently. I spend my mornings running around Marquette County doing vet runs, which is 85% drive time. Something I'll leave at 8:30 and won't be finished with them until 11. It would help me be able to be on-site at the shelter doing what I need to be doing instead of so much driving, along with animals length of stay being shortened by WEEKS.
- I am currently working on a Medical Protocol list/questionnaire to ensure we are doing what we need to and correctly with the health and treatment of the animals that I would like to meet with Dr. Jandron about. Basics include vaccinations, deworming, diarrhea issues, feline URI. Basically our everyday things we see.
- Ann and I volunteered our Saturday Aug. 10th to do the Missouri Transport. We had to drive down the Milwaukee instead of the usual Green Bay spot and we checked out the Milwaukee Humane Society. Pretty neat!

Community Outreach & Volunteer Coordinator Report

August 2019

- Held in-shelter orientation (for volunteers who completed the video and quiz) for 7 people.
- Foster volunteers – added 6 more.
- Pushed /pushing hard for extra volunteers. Some volunteers I see are getting burnt out sadly. I make it a point to make sure to thank them and even send TY cards in the mail.
- Working on a UPAWS Volunteer tri-fold brochure to put out around the community.
- Pet Gazette mailed
- MyEmma sent.
- Lakeside Industries: I was contacted by to have worker and a Lakeside Industries job coach come to UPAWS Tuesdays and Fridays for one month (9am to 11am) to do “Essential Jobs” (To Do Board). This is to assess the workers ability. We know the worker very well as she has been coming to UPAWS for many years. I will be the contact for them.
- Ordered more fill-in retail.
- Ordered retail clothing for Blueberry Festival with extra going to UPAWS retail floor.
- Drove to Milwaukee on 8/10 with Kailyn to pick up 9 MO dogs.
- Literacy Fund Reading Program for Kids– prepping for the Community Room Ice Cream Social on 8/29. Reading Program is supposed to be launched at event. I will talk with the

Program people on Tuesday. Kori was the coordinator of the project and event. Leslie & I are fulfilling the commitment. Leslie is taking Kori's place with Literacy Fund people for now.

- Coordinated ASPCA/Subaru adoption event 8/17 UPAWS --- received \$3,300 grant to hold event. Very successful with 36 adoptions. BUT that just made a small dent in the numbers.
- I would like to have a Fall Feline Festival to shine the focus on adoptions of cats – I will put together an idea and present.
- NMU Fall Fest is 8/26. I will be attending.
- Media: TV6, ABC10, TV3 for free adoption event.
- Website, social media, regular media, outreach, promote pets, events, etc. etc. – updated/maintained daily, weekly.
- Helped be a caregiver/cleaner and wherever needed to keep up with animal's needs.
- There is more but it's a blur! 😊

EXTRA: Volunteer – chair of Strut Your Mutt. 14th Year. Working on.

I was on vacation for 2 of the weeks – worked part of vacation at home and I ended cutting vacation short to come back to work with all that is happening.

Sincerely,

Ann Brownell

UPAWS Board Development Committee

Meeting Minutes

August 8, 2019

6:30 PM, Marquette Border Grill

Present: Scott Jandron (Chair), Kathy Fosburg, Lynn Andronis, Linda Roncaglione.

Excused: Reva Laituri, Crystal Swanson.

1) Call to Order: Meeting called to order at 6:30 PM.

2) Agenda:

- a. New Chairperson: Scott Jandron.
- b. Public thank you to Bob Stephenson.
- c. Update Plan for "New Board Member Packet".
- d. Discussion of Bob's Exit Interview.
- e. Board Member continuing education.
- f. Interview Candidate: Brett Specker.

3) Discussion:

- a. Scott introduced himself as the new chairperson, replacing Bob Stephenson.
- b. Scott thanked Bob for all that he did for UPAWS over the last several years. Bob set a high standard for dedication and commitment to our organization. Scott looks forward to seeing Bob in his new role as volunteer.
- c. The committee discussed the importance of updating the documents that are included in the New Member Packet (jump drive version). Lynn just finished the New Member List document, and Colleen is working on the By-Laws and P & P documents. Scott will collect the updated documents and load them onto the jump drives.
- d. The committee decided to discuss Bob's exit interview at the next meeting, since Crystal was not able to attend tonight's session.
- e. The committee discussed the importance of continuing opportunities to educate our Board members in all aspects of shelter management. Our first topic will be The No Kill Philosophy. This will be made available to everyone from Board Members to Staff. We will coordinate this with Reva and Lynn.
- f. The committee interviewed Brett Specker for a board member position. He is scheduled to be present at the next board meeting, and Crystal will plan to take him on a shelter tour.

4) Next Committee Meeting Tuesday, September 10 at 6:30 PM at Negaunee Border Grill

5) Meeting Adjourned at (est.) 8:15 PM

Minutes submitted by Scott Jandron

FUNDRAISING COMMITTEE MEETING
AUGUST 20, 2019
UPAWS COMMUNITY ROOM

Present: Chair Reva Laituri, Members Lynn Andronis, Karen Rhodes, Marlene Ombrello, Lori Hazen

Absent: Ann Brownell, Laura Aldridge, Amber Talo, Austin Loehr, Jennifer Beckman

Lori was welcomed to the committee. Karen noted that Lori had volunteered at the Blueberry Fest and also during the recent Subaru Adoption event.

TEE UP FOR TAILS (Karen): Written report nearly complete. Karen will be meeting with Mark from the golf club to discuss her disappointment in the customer service she received throughout the planning of this year's event. It was noted that UPAWS spent in the neighborhood of \$6,000 at the golf course. Karen also reported that there is now some question as to whether the promised donation to bring the net revenue for the golf outing to \$20,000 is going to happen. She is following up.

BLUEBERRY FEST (Karen): Written report attached. The event went very well again this year. She is still expecting one other donation from the sale of Margie's Journey blueberry beer at Iron Bay.

THE THROTTLE BIKE NIGHT (Reva): Written report attached. Reva noted the revenue from this event was at the high end of what is usually raised. The Window Store was the sponsor for this event.

PET PHOTO CALENDAR CONTEST (Reva): SevenNineDesign is working on the layout for the 2020 calendar and is expected to have a draft for proofing by early September. Karen noted she will begin soliciting page sponsors. Lori asked who did the printing as she has had calendars printed and wondered about pricing.

RESCUE RAFFLE (Amber): No report.

SUPER ONE COOKOUT (3rd Party) (Karen): Karen reported that this event is cancelled, which is a real disappointment because it typically nets around \$6,000. In the past, Super One solicited donations from their vendors, provided volunteers to cook for the event and sold paper paws during the month prior to the two-day event over Labor Day. It was a corporate decision this year to discontinue providing the food and volunteers, and the store could no longer sell the paper paws. She noted the local employees are great supporters and the decision was not theirs, but appears to be financial decision made by their corporate office. While UPAWS could still hold the cookout we provided all the food and volunteers, Karen noted the expenses would significantly reduce the net revenue, and obtaining volunteers needed to work the event would be near impossible. She is thinking of asking if perhaps we could set up one booth and do a wish list drive and sell Rescue Raffle tickets.

STRUT YOUR MUTT (September 15) (Ann): Ann sent an email reporting the event is plugging along. Reva noted that one change is in the raffle. There would be no 50/50 raffle this year and bucket raffles would be limited to pet themed items. Karen reminded everyone the event would be held on a Sunday rather than Saturday.

UP NORTH BIKE NIGHT (September 17) (Karen): Karen noted that Select Realty would be sponsoring UPAWS.

SALLY'S RIDE (September 21) (Amber): No update. Reva noted that Amber has been meeting with Andi Goriesky regarding the event. Since Amber will be out of town, Reva will be co-chairing the raffle for that day. The ride is held at the Fairgrounds.

ECONO BAGGING EVENT: Ann sent an email reminding the committee to sign up for the Econo Bagging Event. Sign up begins on September 1 and said to call early because the slots fill up quickly. She strongly suggested trying to get a Saturday when NMU is in session. Karen will touch base with Zach, the Econo store manager, to verify the sign up date (she thought it was October 1). Someone is needed to Chair this event which involves scheduling volunteers to bag and man the donations and receipts collections.

CANISTER REPORT (Reva): Karen noted she pulled the canister from Check 'n Cash in Marquette. She recently checked on the canister and that nothing had been added to the canister since the last pick up she did.

Lori inquired as to whether NMU classes have been approached or involved in fundraising. As an example she said that while taking a ceramics class she was told to make as many pots as she could. She later sold them for \$1 each and they sold out quickly. She was informed that at times students volunteered to organize events or volunteer as a group at fundraisers such as Strut Your Mutt, but nothing on a regular basis.

Ace Hardware in Ishpeming did a Dog Days of Summer promotion for UPAWS earlier this this month and Marlene inquired as to whether we had heard how it did. I told her I did reach back out to the manager who organized the event, but hadn't heard back. Because of the short notice, they opted to ask customers to make a donation upon check out and it may be that the result wasn't as good as they hoped.

It was noted in general, how supportive so many businesses are.

The meeting was adjourned at 7:00 p.m. The next meeting will be held on September 17, 2019 at the shelter.

Respectfully submitted,

Reva Laituri

Chairperson

Attachments

2019 Fundraising Budget

UPAW'S FUNDRAISERS	Date	Budgeted Income	Budgeted Expense	Budgeted Net
Raise the Wool	19-Jan	\$ 7,310.00	\$ 3,705.00	\$ 3,645.00
Pet Photo Calendar Contest	April-Jan	\$ 32,300.00	\$ 3,025.00	\$ 9,275.00
Wash 'n' Wag	22-Jun	\$ 3,850.00	\$ 465.00	\$ 1,945.00
*Rummage Sale	June 22-24	\$ 50.00	\$ -	\$ 50.00
Tea Up For Tails	12-Jul	\$ 19,900.00	\$ 7,237.50	\$ 12,662.50
Blueberry Festival	16-Jul	\$ 550.00	\$ 75.00	\$ 475.00
Strut Your Mutt	15-Sep	\$ 22,000.00	\$ 4,965.00	\$ 17,035.00
Carolee For Paws	9-Nov	\$ 25,300.00	\$ 5,468.00	\$ 19,832.00
Maria-2-Doats Photos with Santa	Nov/Dec	\$ 3,080.00	\$ 580.00	\$ 2,500.00
Lights of Love	Nov/Dec	\$ 2,310.00	\$ 153.00	\$ 2,157.00
TOTAL		\$ 94,430.00	\$ 25,665.50	\$ 68,764.50

3RD PARTY & MISC FUNDRAISERS	Date	Budgeted Income	Budgeted Expense	Budgeted Net
Throttle Shed Night	20-Feb	\$ 1,700.00	\$ 250.00	\$ 1,450.00
Throttle Bike Night	1-Aug	\$ 1,700.00	\$ 250.00	\$ 1,450.00
Econo Pet Tag	May	\$ 1,425.00	\$ 75.00	\$ 1,425.00
Super One Cookout	8/21 - 9-1	\$ 6,000.00	\$ 30.00	\$ 5,970.00
UpNorth Bike Night	17-Sep			
TOTAL		\$ 10,825.00	\$ 665.00	\$ 10,295.00

MISCELLANEOUS INCOME	Income	Expense	Net
Cashiers	\$ 9,500.00	\$ 200.00	\$ 9,300.00
Econo Receipts (2)	\$ 7,500.00	\$ -	\$ 7,500.00
TOTAL	\$ 17,000.00	\$ 200.00	\$ 16,800.00

MISCELLANEOUS FUNDRAISING EXPENSES	Expense	Used
First Gwine	\$ 560.00	
Supplies (misc.)	\$ 175.00	
Miscellaneous	\$ 100.00	
Third Party Expenses (not budgeted above)	\$ 150.00	
TOTAL Misc.	\$ 925.00	

2019 Actual

UPAW'S FUNDRAISERS	Date	Rev.	Exp.	Net Rev.
Raise the Wool	19-Jan	\$ 7,896.00	\$ 3,101.37	\$ 4,734.63
Pet Photo Calendar Contest	April-Jan			
Wash 'n' Wag	22-Jun	\$1,636.76	\$ 201.03	\$1,435.74
Rummage Sale	June 22-24	\$1,483.50	\$ -	\$1,483.50
Tea Up For Tails	12-Jul			
Blueberry Festival	16-Jul	\$146.47	\$100.00	\$246.47
Strut Your Mutt	15-Sep			
Carolee For Paws	9-Nov			
Maria-2-Doats Photos with Santa	Nov/Dec			
Lights of Love	Nov/Dec			
TOTAL		\$ 11,966.73	\$ 3,402.39	\$ 9,962.34

3RD PARTY & MISC FUNDRAISERS	Date	Rev.	Exp.	Net Rev.
Throttle Shed Night	20-Feb	\$ 1,560.00	\$ 210.50	\$ 1,480.50
Throttle Bike Night	1-Aug	\$2,100.00	\$236.00	\$1,874.00
Econo Pet Tag	May	\$1,105.00	\$87.51	\$1,017.49
Super One Cookout	Aug 31-Sept 1			
UpNorth Bike Night	17-Sep			
TOTAL		\$ 4,765.00	\$ 534.01	\$ 4,371.28

MISCELLANEOUS INCOME	Exp.	Net Rev.
Cashiers (to date)	\$ 51,165.12	\$ 55,165.15
Econo Receipts	\$ 2,511.16	\$ 2,511.16
TOTAL	\$ 7,676.28	\$ 7,676.31

The Throttle Bike Night Report
August 1, 2019

Revenue:

Bucket Raffles	\$	1,628.00
50/50	\$	352.00
Donations	\$	<u>120.00</u>
	\$	2,100.00

Expenses:

50/50 Payout	\$	176.00
Raffle License	\$	<u>50.00</u>
	\$	226.00

Net Revenue **\$** **1,874.00**

Blueberry Festival 2019, Final Report

<u>Revenue:</u>	<u>Budget</u>	<u>Actual</u>
Misc. Booth Sales	\$ 350.00	\$ 256.00
Donations	\$ 200.00	\$ 130.47
Booth Sponsorship	\$ -	\$ <u>100.00</u>
<i>Subtotal Booth Revenue</i>	\$ 550.00	\$ 346.47
<u>Expenses:</u>		
Booth Rental	\$ 75.00	\$ <u>100.00</u>
<i>Net Booth Revenue</i>	\$ <u>475.00</u>	\$ <u>246.47</u>
<u>Other Revenue:</u>		
Retail Sales (4205)	\$ -	\$ 875.00
Rescue Raffle	\$ -	\$ 580.00
Calendar Votes (4197)	\$ -	\$ 112.50
<i>Total Revenue Generated at Event</i>		\$ <u>1,813.97</u>

FUNDRAISING COMMITTEE CONTACT LIST AND CALENDAR

COMMITTEE MEMBER CONTACTS

fundraising@upaws.org

UPCOMING EVENTS

Pet Photo Calendar Contest (April 2019 - January, 2020)
Reva Laituri (Chair)

Strut Your Mutt (September 15, 2019)
Ann Brownell (Chair)

UpNorth (September 17, 2019)-3rd Party
Karen Rhodes (Liaison)

Sally's Ride (September 21, 2019)
Amber Talo (Chair)

Cause for Paws (November 9, 2019)
Amber Talo (Chair)

Mares-Z-Doats Santa Photos (Nov or Dec, 2019)
Lynn Andronis (Chair)

Lights of Love Booth (Nov-Dec, 2019)
Karen Rhodes (Chair)

Throttle Sled Night (Jan or Feb 2020) 3rd Party
Reva Laituri (Liaison)

Cause for Paws (2019)
Amber Talo (Chair)

Lights of Love Holiday Booth (November-December 2019)
Karen Rhodes (Chair)

Pet Photos with Santa (2019)
Lynn Andronis (Chair)

Raise the Woof (January, 2020)
Amber Talo (Chair)

Econo Pet Tags (May 2020)
Karen Rhodes (Liaison)

Wash 'n Wag (June, 2020)
Amber Talo (Chair)

Tee Up for Tails (July, 2020)
Karen Rhodes (Chair)

Blueberry Festival (July 2019)
Karen Rhodes (Chair)

Throttle Bike Night (Summer 2019)
Reva Laituri (Liaison)

ON-GOING FUNDRAISERS AND PROMOTIONS

Canisters
Reva Laituri (Chair)

Econo Receipts (Feb and Sept)
Karen Rhodes (Chair)

OTHER CONTACTS

Finance (budgeting)
treasurer@upaws.org

Website (special pages)/Social Media
Ann Brownell – 475-6661; abrownell@upaws.org

Volunteers
Ann Brownell (Volunteer Coordinator) – 475-6661 (w); volunteers@upaws.org

8/2019

Notes:

Dennis LaFond has offered the American Legion in West Ishpeming for use as a venue for a fundraiser at no cost. Capacity is about 300. His number is 486-8042.

The following businesses offer employee volunteer incentives: Kohls, Target, Starbucks, Wells Fargo, Honor Credit Union, Lowes, Walmart

Platinum Sponsors for 2019-2020: Honor Credit Union, Iron Range Agency, Mares-Z-Doats, MI Internet