

UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Monday, June 24, 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. May 28 - Regular Meeting Minutes
 - b. June 11 - Annual Meeting Minutes
 - c. June 11 - Closed Session Minutes
6. Unfinished Business
 - a. New Shelter Construction update
 - b. Treasurer - early appointment
 - c. Suspension of Bylaws
7. New Business
 - a. Resignation Letter from Board Member Bob Stephenson
 - b. Resignation Letter from Board Member Karen Duquette
 - c. Report & Recommendation from Policy & Bylaws Committee -Language Change to Bylaws
 - d. Report & Recommendation from Policy & Bylaws Committee - Social Media Policy
 - e. Report & Recommendation from Finance Committee - Reserve Funds for Loan Payments
 - f. Request from Shelter Manager - additional staffing
8. Communications
 - a. Email from Linda Dionne
 - b. Email from Adda Lamon
9. President's Report
10. Treasurer's Report

11. Executive Director's Report

- a. Shelter Manager's Report

12. Committee Reports

- a. Board Development Committee Report (Bob) - Report posted.
- b. Finance Committee Report (vacant) - Report posted.
- c. Fundraising Committee Report (Amber) - Report posted.
- d. Strategic Planning Committee Report (Christian) - No report.
- e. Personnel Committee Report (Kathy) - Report posted.
- f. Policy / Bylaw Committee Report (Colleen) - Report posted.
- g. Donor Development (Ad Hoc) (Reva) - Report posted.
- h. Community Room Plan (Ad Hoc) (Alex) No report.
- i. Dog Park Committee (Ad Hoc) (Amber) -

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: July 22, 2019

Organizational Meeting Date: July 22, 2019

UPPER PENINSULA ANIMAL WELFARE SHELTER (UPAWS)
BOARD OF DIRECTORS MEETING
Tuesday, May 28, 2019
UPAWS - Conference Room

PRESENT: Kathy Leone, President, Dr. Scott Jandron, Vice-President, Colleen Whitehead, Secretary, Reva Laituri, Board Member, Alex Petrin, Board Member, Bob Stephenson, Board Member, Amber Talo, Board Member, Christian Verardi, Board Member, and Kori Tossava (Executive Director).

ABSENT: Dr. Karen Duquette (excused), Jim Kinnunen (unexcused)

GUESTS: Linda Dionne, Felecia Flack, Leslie Hurst, Linda Roncaglione and Crystal Swanson

- 1) Call to Order/Attendance: Meeting called to order at 6:00 pm
- 2) Public Comment: None
- 3) Approval of Agenda: Request to add the following to the Agenda under Unfinished Business: Update on ED Plan (now 6.f.) and under New Business: Request for Ad Hoc Grounds Keeping Committee (now 7.f.). Motion made by Reva, seconded by Bob, to accept the May Board Agenda as amended. Motion passed with unanimous consent.
- 4) Mission Moment: Reva shared a story about a young girl from the Be Safe Around Dogs RUFUS presentation held at UPAWS on May 5th. Ann coordinated the event with the Daisy Troop. Young girl was scared around dogs but was able to overcome her fear and touch/pet therapy dog Morzy at the event. Kathy asked how often the event would happen; Kori stated that Ann would like to do the event monthly. Pictures shared as a part of the Board record.
- 5) Approval of Minutes:
 - a) April 22, 2019 Regular Board Meeting Minutes. Two corrections noted, page 3, 7) e) change to "**Amber** asked who was responsible for completing the Annual Report" and page 4, 8) a) "**Felecia** stated that Ryan was very competent and level headed person". Motion made by Reva, seconded by Scott, to approve the April 22nd Regular meeting minutes as amended. Motion passed with unanimous consent.
 - b) April 22, 2019 Closed Session Meeting Minutes. Motion made by Bob, seconded by Reva, to approve the April 22nd Closed Session meeting minutes as submitted. Motion passed with unanimous consent.
- 6) Unfinished Business:
 - a) New Shelter Construction Update: Christian reported that the punch list was being worked on. There was poor work done on the flooring, needs to be fixed, no HVAC issues, Bromley doing the

remote access, fencing is in progress for the dog park, landscaping is also in progress. The punch list was mostly cosmetic. The plexiglass for the door in the cat colony room is pending. Kori stated that the dog hold area is too warm, the garage area is too hot. Amber reported that she is working on the completion of the dog park, landscaping, pole barn and overall grounds. Pole Barn; main concern is that the budget to purchase materials for fencing for the pole barn included the fencing but not the labor. Will be meeting with Sally's Ride representative to discuss need for volunteers, if not available, will need to re-bid the project. Memorial Garden; budget for landscaping is only \$500, asked whether additional funding can come from the FF&E line item. Linda Roncaglione provided an overview of the preliminary budget. Amber reviewed the options for the memorial stones / memorial wall / memorial pathway. Kathy stated that the Finance Committee needs to meet to review budget balances under FF&E. Amber stated that we need to review costs and compare with FF&E budget. Still need to consider the purchase of the tractor and a maintenance agreement. Motion made by Reva, seconded by Scott, to remove the Rescue Raffle from the Legacy Plan and move forward with the equipment purchase. Motion passed with unanimous consent. Dog Park fencing is to be completed by the 31st. Still need to address security and grass prior to a Grand Opening. Colleen offered to possibly sponsor the landscaping by the patio's, Linda to look into cost options. Memorial Garden: Amber requested approval for increasing the budget to purchase needed items. Need to be able to see the Memorial Garden, as a visual, in order to raise money for the Garden itself. Kathy asked what the cost would be to get started, such as edging and fencing. Motion by Colleen, seconded by Amber, to increase the Memorial Garden budget by \$1,500. Finance Committee to review the budget and make a recommendation at the June Board meeting. Motion passed with unanimous consent.

- b) Shelter Manager – update to resignation letter: Motion by Christian, seconded by Bob, to accept Ryan's amended letter extending his final date of employment to July 31st. Motion passed with unanimous consent.
- c) Annual Meeting Report – review and acceptance: Kori reviewed the process she uses for calculating the save rate versus the live release rate, stated that the terms have been used incorrectly in the past. Additional changes noted on page 2, correct spelling of ASPCA, add name of owner for Petco award, change KBIC/Sault Ste Marie Tribe of Chippewa 2% funds to note season for donation, add periods to 7th and 8th bullets, separate out euthanized/died/lost in care data, page 3, add parentheses to 2nd bullet under Financial Overview, page 4, change to "President's" Statement, and change Kori's job title to either Acting or Interim ED. Motion by Amber, seconded by Scott, to accept the Annual Report as amended. Motion passed with unanimous consent.
- d) Ratify 5/22/19 E-Vote to Appoint Scott Jandron as Authorized Signer: Motion by Bob, seconded by Alex, to ratify the E-Vote appointing Scott Jandron as Authorized Signer. Motion passed with 6-Yes votes and 1-Abstain (Scott).
- e) Final report and letters – 2018 Financial Audit – Makela, Toutant, Hill, Nardi & Katona: Kathy noted that the 990's for UPAWS are due in November. Motion by Bob, seconded by Reva, to

accept the 2018 Financial Audit as prepared by Makela, Toutant, Hill, Nardi & Katona. Motion passed with unanimous consent.

- f) Status of ED Plan: Motion by Amber, seconded by Reva, to schedule a Closed Session after the Annual Meeting on June 11th to review and discuss ED goals/plan. Motion passed with 6-Yes votes and 1-Abstain (Alex).

7) New Business:

- e) Resignation Letter from Board Member & Treasurer Joan Mulder: Motion by Bob, seconded by Colleen, to accept Joan's letter of resignation from the Board, as included. Motion passed with unanimous consent. Motion by Reva, seconded by Amber, to waive the remaining balance on Joan's naming opportunity for a total of \$5,000. Motion passed with 6-Yes votes and 1-Abstain (Alex). Motion by Amber, seconded by Alex, to formalize the Board naming opportunity for the oak tree near the Memorial Garden in Joan's name (as previously discussed by the Board). Motion passed with unanimous consent.
- f) Report and Recommendation from Dog Park Committee (Ad Hoc): Amber reported that the Dog Park Committee will be conducting an online poll for naming of the Dog Park. Registration Packet was reviewed and discussed with the following changes; Amber to change "Fob" and "Card" to be consistently referred to as "Key Fob", Kathy asked what the maximum number of memberships was, Amber stated that the Committee will evaluate during operations; page 2, language to be changed to clarify small dogs (change weight minimum and maximum) are allowed in the large dog area, add language to #2 that dogs cannot be left unattended in the dog park; vaccination page; language to be added for required vaccinations and handling of special situations on a case-by-case basis. Amber explained that staff will do all intakes and volunteers will maintain the dog park. Motion by Colleen, seconded by Reva, to approve the Dog Park Committee Recommendation for the approval of the Dog Park Membership packet, as amended. Motion passed with unanimous consent.
- c) Report and Recommendation from Finance Committee – Payroll Services: Discussion regarding the use of Quickbooks and cost to add supplemental components. Kori not familiar with payroll/taxes payment process, Approximately \$30 per month to add Quickbooks for direct deposit, payroll taxes and liabilities. Kathy stated that the Finance Committee had looked at options of whether to contract out versus internal hire, most bookkeeping can be handled in house, looked at Kori's workload, contracting with auditors to do payroll was the lower cost alternative, Board had asked for more options to consider at previous work session, Kathy stated that bookkeeper role is common for ED duties, Kori stated that it was approximately 2-3 hours per week, payroll is approximately 2 hours per week, need to add the additional Quickbooks components in order to do payroll. Alex asked about Ryan's workload. Kori stated that Ryan needs to understand Pet Point, vouchering and bills to be paid; Kori is doing deposits, accounts receivable, and accounts payable. Amber stated that the Quickbooks additions are needed. Kathy requested a motion based upon what the Finance Committee is presenting. Christian made a

motion, seconded by Scott to accept the recommendation by the Finance Committee to accept the proposal from Makela, Toutant, Hill, Nardi & Katona to provide payroll services at an annual cost of \$4,505. Further discussion, Alex asked if we were locked into a one year contract. Kathy stated that she would check but that we need something in place. Amber expressed concern about a 1 year contract, when will the Finance Committee be presenting options, Kathy stated that they were just trying to stabilize everything, check and balances need to be in place. Motion by Christian, seconded by Scott, to amend the motion to allow for language to exit the contract if needed. Reva asked if they were the only ones who gave a quote, there are others who may have a better price. Kathy stated that they only obtained the one quote. Kathy wants to wait until everything can be re-bid at one time, audit services will need to be re-bid this year. Motion put to a vote; Motion passed with 6-Yes votes and 1-No (Colleen).

- d) Report and Recommendation from Board Development – Leslie Hurst for Board Seat: Crystal handed out ballots for voting. Board vote held via secret ballot. Voting requires 2/3 majority, Report & Recommendation passed. Leslie then joined the Board meeting as a voting Board member.
 - e) Report and Recommendation from Board Development – Suspend Bylaws and appoint Lynn Andronis to Board Seat: Motion made by Amber, seconded by Reva, to suspend the Bylaws to allow the Board to consider Lynn Andronis to fill the final open seat on the Board. Lynn currently has not been off the Board for a full year. Motion passed with unanimous consent. Crystal handed out ballots for voting. Board vote held via secret ballot. Voting requires 2/3 majority, Report & Recommendation passed. Lynn not present but approved for Board seat.
 - f) Request to create an Ad Hoc Grounds Keeping Committee: Amber outlined the need and responsibilities of the proposed Ad Hoc Committee. Need budgets submitted and a way to assist staff. Further discussion; change to a Grounds & Facilities Ad Hoc Committee. Motion by Colleen, seconded by Scott to create the Grounds & Facilities Ad Hoc Committee. Further Discussion: Amber stated that staff do need the assistance, down the road we need to look at a maintenance person. Motion passed with unanimous consent.
- 8) Communications:
- a) Email correspondence received from Lori Burford, DNR, shared.
 - b) Kathy shared that she had received an email communication from Lynn regarding a past animal abuse case. At the time, UPAWS was going to bill at the end of the case, but went back to the County and requested to bill up to the most current cost/expenses. Reva asked if we were up to date on providing a cost for any current cases; Kori stated that she would need to check.
- 9) President's Report: Report was provided and is attached.
- 10) Treasurer's Report: Reports submitted for review and approval for April 2019. Kathy noted that the balances under the WF Endowment Fund Investments were not up-to-date. Kathy will go back and

get statements to verify. Reva asked why the "monthly column" on the Profit & Loss Budget to Actual was missing; need to be able to see trends within the budget. Should compare to previous reports submitted by Joan. Motion by Reva, seconded by Amber, to table the April Financial reports until the June Board meeting. Motion passed with unanimous consent.

- 11) Executive Director Report: Report was provided and is attached. Report is now consolidated to include Executive Director, Shelter Manager, Volunteer Coordinator and Vet Assistant. Discussion: Colleen asked about reporting dates, follow Board meeting dates or month to date, impact on numbers being reported. Intake numbers and Outcome numbers need to match year to year. Kori will do intake and outcome numbers to match spreadsheet numbers. Reva asked about play yard use by larger dogs, health issues were causing problems in the play yard areas. The Vet Assistant is testing dogs for parasites on a regular basis. Scott asked about dog poop being cleaned up right away. Kori stated that yes, they now have a process in place to either pick up immediately or place a flag and it will be picked up the same day. Reva asked about transfers. Kori stated that they are trying to balance numbers based upon access to hold areas being available. Kori stated that the Missouri rescue dogs do cost UPAWS; spay/neuter, travel costs, vaccines, have to hold space in advance. Will be reaching out to other facilities. Reva stated that the Michigan Pet Fund Alliance training was awesome, staff gave a lot of good points, good to get positive feedback, an opportunity to learn more enrichment activities. Amber stated that the staff are doing well with the two larger dogs. Kori gave additional updates on large dog care. The law enforcement training was postponed until September, not enough people had registered. Kori review the plan for hiring of the Shelter Manager position. Discussion on Legacy Fundraising document; Colleen asked about the source for the revenue for 2019, Kori stated that it included grant revenue received in 2019 that was applied for in 2018. Amber asked for the names for the major donor revenue. Kori stated that she would add the additional pages for the overall workbook for Board review. Amber asked about the Rainbow Bridge Memorial Walk for 2019. Kori stated that she was waiting until the Memorial Garden was completed, considering doing a virtual walk, may do after the Memorial Garden is completed. Amber asked about the source for the Memorial/Tribute bricks amount (\$807); Kori stated that someone donated through Facebook and then amounts were pending based upon personal donations. Reva asked about the "Other Animal-Related Happenings, why using the phrase "A balance of different species...." When referring to transfers. Kori stated that this was referring to dogs versus cats. Colleen requested that policies that were being developed be routed through the Policy/Bylaw Committee before being finalized.

12) Committee Reports:

- a. Board Development Committee (Bob): Report Submitted.
- b. Finance Committee Report (vacant): Report Submitted.
- c. Fundraising Committee Report (Amber): Report Submitted. Amber reported that the Rummage Sale will be done, collections for two weeks and one weekend for the sale,

they will need tables from the Community Room. Board agreed that they should leave three tables and use the remaining. Amber asked if a budget was submitted for Sally's Ride.

- d. Strategic Planning Committee Report (Christian): No Report Submitted.
- e. Personnel Committee Report (Kathy): No Report Submitted.
- 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 Written Report Submitted. Alex shared that an individual had contacted him to use the Community Room for a graduation party. It would be held during operational hours. He suggested charging \$20 per hour plus technology fees and a \$75 cleaning fee; might serve as a test run. Christian asked about parking. Amber asked about the fire code compliance for capacity, she stated that there should not be a technology fee, and asked who would be monitoring the event. Kathy stated that we should have policies in place first. The individual had previously contacted Karen Duquette. Board consensus was that the Community Room should not be used until policies have been developed including impact on shelter operations. Amber requested that the Community Room use policy be developed by June. Leslie expressed interest in joining the Committee.
- i. Dog Park Committee (Ad Hoc): (Amber): Report submitted.

13) Public Comment: None

14) Board Comment:

- a) Leslie stated that she was excited to be back on the Board.
- b) Scott asked who was setting up email; response was Colleen will set up. Ann is responsible for ordering name tags.
- c) Colleen stated that the Board had prioritized development of a Social Media policy but that no progress had been made. Policy development was delegated to Policy/Bylaw Committee and the Committee will follow up in June.
- d) Kori stated that staff wanted to thank Kathy and Scott for meeting with them during the transition.
- e) Amber reviewed that there were two options for placement of the mailbox. Ryan to decide. Ryan had asked who was responsible for moving the mailbox. Response was UPAWS. Amber also shared options for outside signage. A permit is required for a 4' x 8' sign; current sign is 3' x 8'. James Goriesky will build planters for anchoring the sign posts. Will need to apply for a variance for a larger sign, possibly 7' x 9'. Question as to where in the budget signage is allocated. Also that signage cannot be lit. Agreed that bids would be necessary.

15) Open Session: typo on Agenda (no need for Open Session).

16) Adjournment: Bob made the motion to adjourn, seconded by Christian. Motion passed with unanimous consent. Meeting adjourned at 9:50 pm.

Next Meeting is June 24, 2019 at 6:00 pm at UPAWS – Community Room.

Annual Meeting / Special Session / Closed Session scheduled for June 11, 2019.

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UPPER PENINSULA ANIMAL WELFARE SHELTER (UPAWS)

BOARD OF DIRECTORS MEETING

Annual Meeting / Special Session

Tuesday, June 11, 2019

UPAWS - Conference Room

PRESENT: Kathy Leone, President, Dr. Scott Jandron, Vice-President, Colleen Whitehead, Secretary, Lynn Andronis, Board Member, Leslie Hurst, Board Member, Reva Laituri, Board Member, Alex Petrin, Board Member, Amber Talo, Board Member, and Kori Tossava (Executive Director).

ABSENT: Dr. Karen Duquette (excused), Bob Stephenson (excused), Christian Verardi, (excused), Ryan Poupore, Shelter Manager (excused) and Jim Kinnunen (unexcused).

GUESTS: Chris Danik

1. Meeting called to order at 6:05 pm
2. Annual Report Comments and Questions
 - a. Introduction of Board Members and Staff
 - b. Introduction by public in attendance: Chris provided an overview of himself; he is working with the Donor Development Ad Hoc Committee.
 - c. Kori provided an operational overview based upon the Annual Report. Kori reviewed grants and statistics included within the report.
 - d. Kathy provided an update of Board activities and a review of the financial information contained within the Annual Report. Kathy stated that, for 2018, the Board was focused on new shelter construction and that will also be a focus for 2019. The Board was tasked with developing and approving the annual operating budget. For 2019, the Board has hired the Executive Director position, moved into the new shelter, sold the old shelter and will be working with the ED to create goals for 2019.
3. Annual Meeting Adjournment: Scott made the motion to adjourn the Annual Meeting, seconded by Leslie. Motion passed with unanimous consent. Annual Meeting adjourned at 6:20 pm.
4. Closed Session: Alex made the motion to go into Closed Session at 6:25 pm, seconded by Lynn. Motion passed with unanimous consent.
5. Open Session: Lynn moved to return to Open Session at 9:05 pm, second from Scott. Motion passed with unanimous consent.

6. Discussion: Board agreed that the request to approve an increase to the Memorial Garden budget and Closed Session Agenda items that were tabled during the Closed Session are to be placed on the June Board agenda.
7. Motion by Colleen, seconded by Lynn, to increase the budget for the Dog Park by \$5,500 and to authorize Amber Talo, Board Member, to make purchases for the Dog Park using the UPAWS credit card. Motion passed with 6-Yes and 1-Abstain (Amber).
8. Motion by Colleen, seconded by Scott to recommend allowing Amber Talo, Board Member and Authorized Owner Representative, to purchase materials for the UPAWS Memorial Garden, as previously approved by the Board of Directors on May 28, 2019. Purchases are authorized to be made using the Shelter Manager's UPAWS credit card within the approved Memorial Garden budget of \$1,500. Motion passed with 6-Yes and 1-Abstain (Amber).
9. Motion by Scott, seconded by Alex, to approve a credit card application to be submitted on behalf of Amber Talo, as Chair of the Fundraising Committee, with a credit line of \$5,000. Motion passed with 6-Yes and 1-Abstain (Amber).
10. Motion by Colleen, seconded by Scott that the Executive Director immediately provide a key fob to Amber Talo, Board Member, with unrestricted access to the UPAWS Shelter facility. Motion passed with 6-Yes and 1-Abstain (Amber).
(Board Note: A Policy should be developed to address the issuance of key fobs in the future)
11. Adjournment: Alex made the motion to adjourn, seconded by Scott. Motion passed with unanimous consent. Meeting adjourned at 9:15 pm.

UPPER PENINSULA ANIMAL WELFARE SHELTER

ANNUAL MEETING

Tuesday, June 11, 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. Annual Report Comments and Questions
3. General Questions / Comments
4. Closed Session
5. Open Session
6. Adjournment

Next Board Meeting Date: June 24, 2019



UPPER PENINSULA ANIMAL
WELFARE SHELTER, INC
ANNUAL REPORT 2018
PASSION IN NUMBERS

1,371

LIVES
SAVED



1,094

ANIMALS
ADOPTED



212

FAMILIES
REUNITED



6

COMMUNITY
SPRAY NEUTER

10

MICRO



220



1,900+

DONORS
GIVING

99.06%

SAVE
RATE



Mission Statement: 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.

2018 ACCOMPLISHMENTS : upaws.org/the-shelter/newsletter

- **Grants Obtained:** Operational Grants- Maddie's Fund Innovation- Golden Paws Adoption • Maddie's Fund Innovation- Forever Foster Hospice • ASPCA And Subaru Share the Love • Petfinder Foundation • Greater Good & WAHL Foundation • Orvis Foundation • Grey Muzzle Foundation • Two Seven Oh Foundation. New Shelter Construction & Program Grants- Kenneth A. Scott Charitable Trust- Keweenaw Bay Indian Community and Sault Ste Marie Tribe of Chippewa Indians New Shelter (Mat 2% Funds- Spring)- Ishpeming Lions Club- Marquette Breakfast Rotary • Zonta Club of the Marquette Area- Beth Millner Jewelry Fundraiser- Michigan Masonic Charitable Foundation- Ishpeming Rotary- Literacy Legacy Fund of Michigan- Laura J. Niles Foundation- Keweenaw Bay Indian Community and Sault Ste Marie Tribe of Chippewa Indians Law Enforcement and Animals Program (Mat 2% Funds-Fall) • NMU Construction Management Program.
- **Petco Foundation Holiday Wishes Awarded:** Third Place Award of \$25,000 for a story submitted about Will LeClair's dream come true of adopting a rabbit from UPAWS. This is the second year in a row we received a Holiday Wishes Award.
- **Professional Development:** Michigan Pet Fund Alliance 'Getting to the Goal', Best Friends Animal Network Midwest Conference, SkillPath Social Media and Marketing, SkillPath Effective Management.
- **Adoption Events:** Find a Friend with Fox Negaunee, Find a Friend with Fox Marquette, Bissell Empty the Shelters (twice), mBank Home for the Holidays.
- **Community Engagement:** Subaru "Share the Love" Microchip Clinic, low cost nail clipping and microchips on the last Thursday of the month.
- **Programs:** Volunteer Vet for Homeless Pets monthly, Volunteer Program processes including scheduling your own shift and Sign-Up Genius, Increased outreach through transfers, Golden Paws Adoptions rate for senior pets, Forever Foster medical care for hospice pets.
- **Between January 1 - December 31:** Raised over \$300,000 to bring total gifts and pledges (paid, receivables, and in kind services) to \$3.1M to build and operate the new shelter.
- **Strays & Municipal Contracts:** Maintained impound contracts with Marquette City, Negaunee Township, Forsyth Township, Chocoma Township, Ely Township, and Marquette County.
- **New Shelter Progress:** Continued with the construction of the new Philip and Ruth Spade Adoption Center and conducted construction tours for donors, adopters, and the public.

Where Our Animals Come From:

Surrender:	861
Stray:	339
Transferred In:	188
TOTAL -	1,388

Where Our Animals Go:

Adoption:	1,094
Return to Owner:	212
Transfer Out:	65
Died/Lost In Care	21
Euthanized*	13
TOTAL** -	1,405

*No animals were euthanized due to space. Euthanasia is a last option after considering quality of life and public safety.

**Includes 61 animals received in 2017.

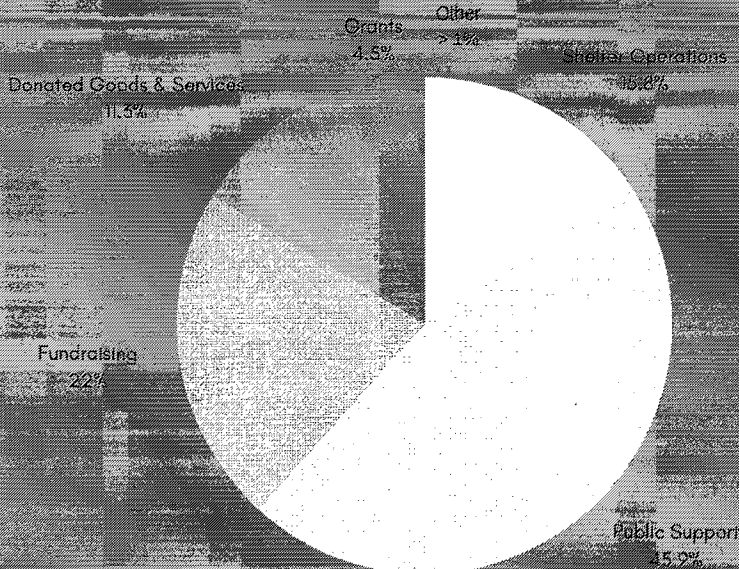
Save Rate Formula: Sum of intake - euthanized/ total intake

STATISTICS :

upaws.org/stats



Griffin found a second chance and a new life in the UP after being transferred from a high kill shelter



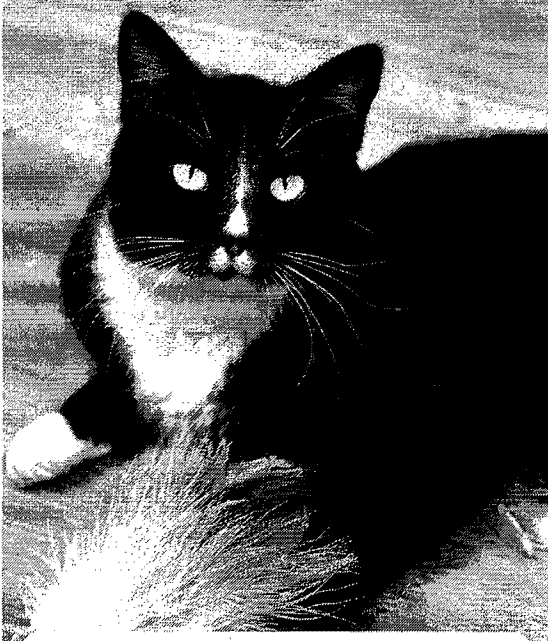
REVENUE

2018 2017

Shelter Operations:	102,355	118,702
Public Support:	297,526	260,275
Fundraising:	142,730	165,170
Donated Goods/Service:	73,164	46,365
Grants- Operations:	28,890	6,355
Other:	3,729	2,325
Total Operational Revenue	648,394	599,192
Investments:	31,468	122,844
Support for Capital Campaign:	178,512	561,724
Total Revenue & Support:	\$795,438	\$1,283,760

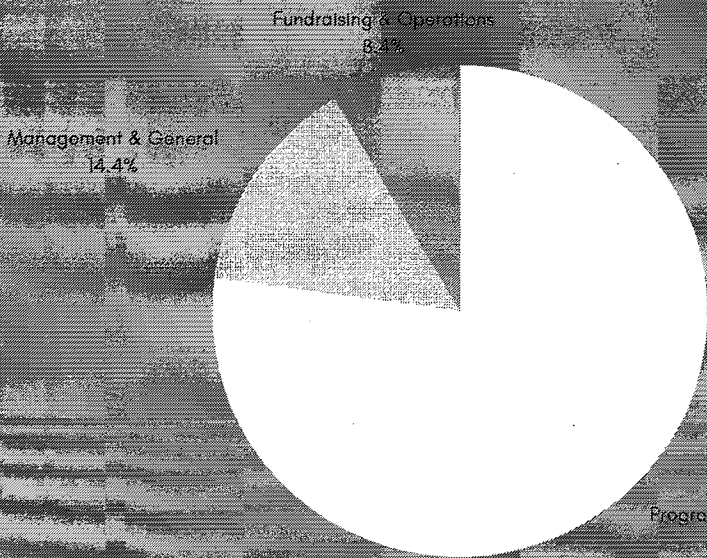
FINANCIAL OVERVIEW

- Operational support grew 7.5% from 2017 to 2018 with the largest increase in public support.
- Investment revenue includes changes in value of beneficial interest in assets (held by Dixon Trust and the Community Foundation of Marquette County).
- Operational expenses grew by 3.3%. A new expense in 2018 was construction loan interest expense of \$6,709.
- Capital campaign expense includes salary, donated services, and new shelter related expenses.



Cats (like Emmanuel) and dogs receive lots of in-shelter mental and physical enrichment thanks to grant support!

Be a part of something bigger! Join the over 1,900 donors whose passion is to improve the quality of life for homeless domesticated animals. Find out how YOU can make a difference at upaws.org/donate.



EXPENSE:

2018 2017

Programs & Services:	429,437	421,252
Management & General:	80,153	64,869
Fundraising & Operations:	47,005	52,010
Total Operations Expenses:	556,595	538,131
Capital Campaign:	101,242	50,000
Total Expense:	\$657,837	\$588,131

PRESIDENT'S STATEMENT :

"There's a little bit of pain in every transition, but we can't let that stop us from making it. If we did, we'd never make any progress at all."

This quote is from Phil Schiller, a Senior VP with Apple, Inc. It may seem a little unusual to quote a corporate executive in an annual report for an animal shelter. But it captures the sentiment of the Board, Staff, Volunteers and Supporters of UPAWS as we managed through the construction of our new 15,000 square foot, contemporary animal shelter in 2018.

In this year of transition, many decisions were made to choose the right materials, supplies, and equipment for the new shelter. Our staff had to envision how to incorporate and evolve processes and procedures currently used in a 2,500 square foot shelter into a facility six times its size. The Board had to transition from a long history of financial performance in the previous shelter, to creating an operating budget for a new, significantly larger facility.

As walls were erected and mechanical systems installed in the new shelter, our 1970s shelter, with a leaking roof and drain issues, was bustling with activity. Almost 1400 animals spent time with us there, receiving medical care and attention before moving on to their forever home. Our save rate of 99% was achieved through our staunch commitment to programs such as spay/neuter support and education to reduce litters, foster homes to reduce stress for animals and expand our capacity to serve more, and transfer of animals from and to other shelters when there is a higher chance for placement. Adoption Events, sponsored by our corporate and business partners raised awareness and provided financial support to introduce our animals to new families.

Our current successes don't diminish the challenges we will face in 2019 as we operate from our new home. Our need for volunteers, financial support and community engagement is like never before.

We humbly express our gratitude for the support we receive from our donors. Because of you, we continue to evolve our programs and services to save lives and provide better living conditions while sheltering the animals in our care. Let's continue our progress together.

KATHY LEONE, Board President

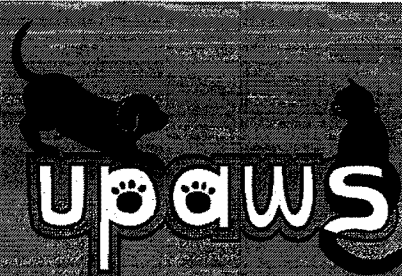
BOARD AND MANAGEMENT

Kathy Leone, President
Scott Jandron, DVM - Vice President
Joan Mulder, Treasurer
Colleen Whitehead, Secretary
Karen Duquette
Jim Kinnunen
Reva Laituri
Alex Petrin
Bob Stephenson
Amber Talo
Christian Verardi

Kori Tossava, Interim E.D./Capital
Campaign Manager
Ryan Poupore, Shelter Manager

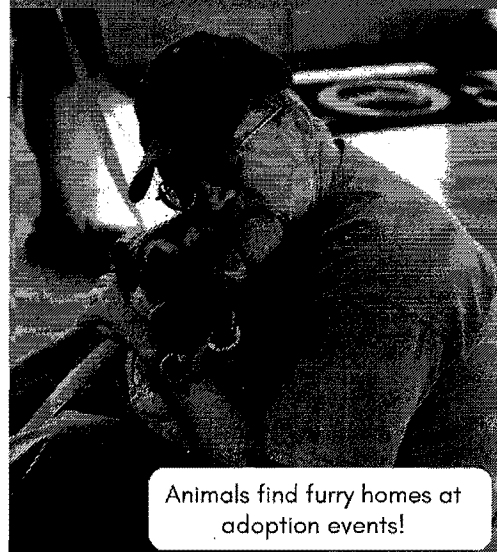
Upper Peninsula Animal Welfare Shelter, Inc.

PO Box 968
Marquette, MI 49855
(906) 475-6661
www.upaws.org
815 S. M553, Gwinn, MI 49841

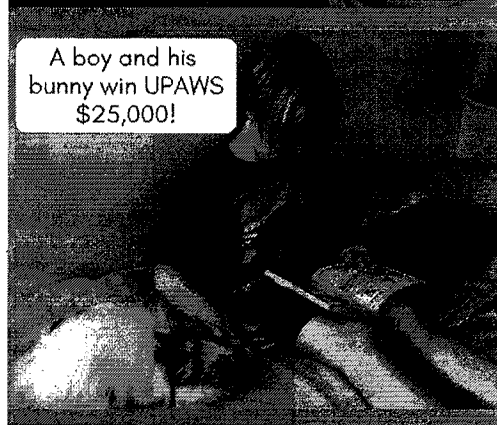


UPPER PENINSULA
ANIMAL WELFARE
SHELTER, INC.

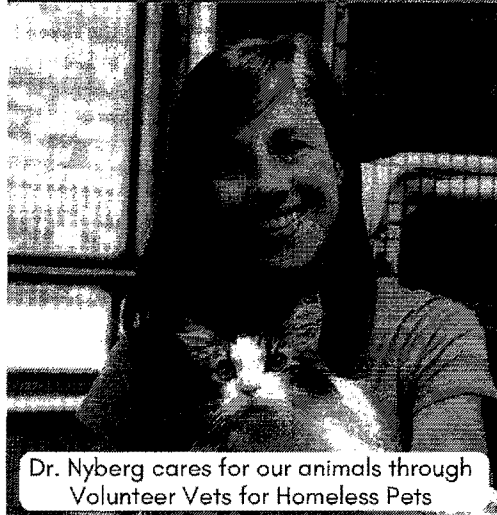
ANNUAL REPORT 2018
PASSION IN NUMBERS



Animals find furry homes at
adoption events!



A boy and his
bunny win UPAWS
\$25,000!



Dr. Nyberg cares for our animals through
Volunteer Vets for Homeless Pets

Funds Available / Budget

Capital Campaign Checking	145,484.00	CC A/R	112,350.00
(-) Reserve 6 mo P & I pymts	31,990.14		
(=) Remaining Funds	113,493.86		
(-) Amount to Complete Projects	<u>167,687.88</u>		
(=) Overage / Shortfall	(54,194.02)		

Facility Construction	Budget	In Kind	Add Ons	Total Project Due	Total Paid to Date	Due
Hall Tabulation	3,513,908.88		39,926.41	3,553,835.29	3,495,328.86	58,506.43
FF&E/Other						
Kennels & Cat Condos	58,023.33			58,023.33	58,023.33	0.00
FF&E (1)	43,400.00			43,400.00	20,030.24	23,369.76
FF&E (2)	6,600.00			6,600.00	0.00	6,600.00
Dog Park (3)	6,748.23			6,748.23	0.00	6,748.23
Furniture	10,000.00	10,000.00		0.00	0.00	0.00
Builder's Risk Insurance	11,485.00			11,485.00	11,485.00	0.00
Fiber, Security & Cameras	23,194.43			23,194.43	8,757.97	14,436.46
Miscellaneous, Retail Equip	500.00			500.00	500.00	0.00
Storage	7,327.46			7,327.46	7,327.46	0.00
Tear Down Old Shelter	0.00			0.00	0.00	0.00
Vet Surgery & Treatment Center	25,506.00			25,506.00	0.00	25,506.00
Memorial Garden	7,988.00	5,067.00		2,921.00	0.00	2,921.00
Grounds Maintenance Equip	15,000.00			15,000.00	0.00	15,000.00
Shed - Custom Construction	3,600.00			3,600.00	0.00	3,600.00
Fencing for Pole Barn(4)	10,000.00			10,000.00	0.00	10,000.00
Miscellaneous, Retail Equip	1,500.00			1,500.00	1,000.00	500.00
Signage						
Drive Entrance	0.00			0.00	0.00	0.00
Bench Plaques - Barm	500.00			500.00	0.00	500.00
Pre Planning	59,053.48			59,053.48	59,053.48	0.00
Capital Campaign Costs	212,406.00			212,406.00	210,501.91	0.00
Total Project	4,016,740.81	15,067.00	39,926.41	4,041,600.22	3,872,008.25	167,687.88

Notes

(1) No line item detail for orig. FF&E Budget. May be able to allocate this balance to other line items.

(2) Allocate for in FF&E Budget

Exam Room - Refridgerator	600.00	600.00	0.00	600.00
Community Room - Refridgerator	600.00	600.00	0.00	600.00
Community Room - Stove	700.00	600.00	0.00	600.00
Community Room - Microwave	200.00	600.00	0.00	600.00
Vet Assistant - Laptop	600.00	600.00	0.00	600.00
Vet Assistant - Desk / File Cab.	400.00	600.00	0.00	600.00
Vet Assistant - Phone	65.00	600.00	0.00	600.00
Bookkeeper - Phone	65.00	600.00	0.00	600.00
Community Room - Phone	65.00	600.00	0.00	600.00
Bedding Bin - Lumber	250.00	600.00	0.00	600.00
Awning - Dog Pens	400.00	600.00	0.00	<u>600.00</u>
				6,600.00

(3) Dog park original budget \$2,000

(4) No estimate received to date



Colleen Whitehead <cwhitehead@upaws.org>

To the President and Members of the UPAWS Board, May 31, 2019

1 message

Bob Stephenson <bstephenson@upaws.org>

Sun, Jun 2, 2019 at 12:05 PM

To: Kathy Leone <kleone@upaws.org>, Scott Jandron <sjandron@upaws.org>, Reva Laituri <revalait@charter.net>, Christian Verardi <cverardi@upaws.org>, Colleen Whitehead <cwhitehead@upaws.org>, Jim Kinnunen <jkinnunen@upaws.org>, Amber Talo <atalo@upaws.org>, Karen Duquette <kduquette@upaws.org>, Alex Petrin <apetrin@upaws.org>, Ihurst@upaws.org, Lynn Andronis <landronis@upaws.org>

Fellow Board Members,

I was appointed to the UPAWS Board in September 2016 to fill an unexpired term ending in 2018. I was then appointed to my first full term to end in 2021. The end of the first year of that term is approaching and I will have been on the Board just short of three and a half years.

When first appointed I joined the Finance Committee and last year reluctantly became Chair of the Board Development Committee.

This last year as Board member and sitting on two committees has become more than I had counted on. Four and a half years into retirement, with two more years left in my current term, I've made the decision to step back from continuing on the Board. I'm sorry.

There are those on the Board who commit much more time than I and would appear to thrive on it. I admire them and applaud their efforts. For me however, it has become too much.

UPAWS and its philosophy mean a lot to me and I am proud of the organization and its people. I want to continue to support its efforts in the best way I can. So, I'm changing my relationship with UPAWS from that of Board member to dedicated volunteer in and around the shelter, maybe realizing more little successes more immediately, and relaxing a little bit more without a too-full calendar.

I am resigning from the Board Development Committee and my position as a Board member of UPAWS effective June 30, 2019. If it would be deemed beneficial I will continue as volunteer on the Finance Committee.

Thank you all for what you do and for the privilege of having served with you.

Sincerely,

Bob Stephenson



Kathy Leone <kleone@upaws.org>

Thank you, resignation

kduquette@upaws.org <kduquette@upaws.org>

Tue, Jun 11, 2019 at 1:17 PM

To: Kathy Leone <kleone@upaws.org>

Hello Kathy.

I have 2 relatives in ICU and two more very sick at home. I need to focus on family and health right now. I really appreciate having been on the board with you, but am tendering my resignation and can't make it to the meeting tonight (I'll be at the hospital).

Thank you so much.

Karen

Sent from my iPhone

Policy & Bylaws Committee
Report & Recommendation
June 14, 2019

Report & Recommendation: Changes to UPAWS Bylaws: Article 7: Board Membership (B) and (E)

Correction to voting majority based upon inconsistencies in the language; areas impacted are underlined.

Change #1:

Article 7: Board Membership: B. Vacancies:

"Whenever any vacancy shall occur in the Board of Directors by death, resignation, removal or otherwise, the vacancy may be filled by the majority affirmative vote of two-thirds (2/3) of the Directors at earliest convenience of the Board of Directors. Any Director so appointed shall serve for the unexpired portion of the term of the vacated position and the incomplete term does not count towards term limits.

Upon a Board member vacancy, the Board Development Committee shall request applications for potential new Board members. The Board Development Committee shall review and interview potential Board member candidates during its regular committee meetings or a special meeting. Nominations to fill a vacant position shall be forwarded by the Board Development Committee at least seven (7) calendar days prior to the Regular monthly meeting. Appointments will be voted on by the Board using a secret ballot. Upon majority vote of the Directors, the Board shall confirm or deny the appointment."

Change #2:

Article 7: Board Membership: E. Resignation and Removal of Board Members:

"b. If removal of any Board member is based upon any publicly made accusation of misconduct or wrongdoing on the part of the Board member, s/he shall be given an opportunity to answer to any such accusation before the Board at a meeting held for that purpose. The decision to remove or not to remove any Board member with cause shall be determined at such regular or special meeting of the Board of Directors by the affirmative vote of two-thirds (2/3) of the Directors then in office

c. Any Officer may be removed with cause by the affirmative vote of two-thirds (2/3) vote of a majority of the Directors then in office at any regular or special meeting of the Board of Directors."



**UPPER PENINSULA ANIMAL
WELFARE SHELTER, INC.**

BYLAWS

Adopted August 28, 2018

Board of Directors Bylaws

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UPPER PENINSULA ANIMAL WELFARE SHELTER, INC.

Article 1: NAME

The name of the Corporation is Upper Peninsula Animal Welfare Shelter, Inc. ("UPAWS").

Article 2: VISION STATEMENT

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.

Article 3: MISSION STATEMENT

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.

Article 4: OFFICE AND AGENT

UPAWS shall have its principal place of business in Marquette County, Michigan. The President of the UPAWS Board of Directors shall be authorized to serve as the agent for the purpose of receiving official communications on behalf of the Corporation (UPAWS).

Article 5: PURPOSES

- A. The purpose of UPAWS shall be to support the attainment of excellence in all animal welfare services:
 - a. To provide awareness and education on care and responsible treatment of domestic animals.
 - b. To humanely provide for and protect homeless, neglected, and/or abused domestic animals.

- c. To provide high quality shelter, medical, and adoption services for domestic animals.
- d. To receive and administer funds and to operate within the meaning of Section 501(c)(3) of the Internal Revenue Code.
- e. To acquire, own, dispose of and deal with real and personal property and interests therein and to apply gifts, grants, bequests and devises and the proceeds thereof in furtherance of the purposes of the corporation.
- f. To do such things and perform such acts to accomplish its purposes as the Board of Directors may determine to be appropriate and are not prohibited by Section 501(c)(3) of the Code, with all the power conferred on nonprofit corporations under the laws of the State of Michigan.

Article 6: BOARD DUTIES AND POWERS

- A. The business and affairs of UPAWS shall be managed by a Board of Directors, which shall serve as the governing body of UPAWS. The Board of Directors shall meet as often as necessary to conduct the business of UPAWS, but at least six (6) times per year.
- B. Powers: The Board of Directors shall have charge, control and management of the business, property, personnel, affairs and funds of UPAWS and shall have the power and authority to do and perform all acts and functions permitted for an organization described in Section 501(c)(3) of the Code consistent with these Bylaws, the Articles of Incorporation or the laws of the State of Michigan. In addition to and not in limitation of all powers, express or implied, the Board of Directors shall have the power to borrow or raise money for corporate purposes, to issue bonds, notes or debentures, to secure such obligations by mortgage or other lien upon any and all of the property of UPAWS if it is in the best interests of UPAWS and in furtherance of its purposes.
- C. The Board of Directors shall manage the general affairs and business of the Board of Directors and shall have and shall uphold their fiduciary duty to both the Board of Directors and UPAWS. Members of the Board shall in all cases act as a Board, regularly convened, by a majority vote, and they may adopt such rules and regulations for the conduct of their meetings and the management of the Board of Directors as they may deem proper, not inconsistent with the By-Laws of the Board of Directors and applicable law of the State of Michigan.
- D. A Board member shall perform his/her duties as a Board member in good faith, in a manner the Board member believes to be in the best interests of the Board of Directors,

and with such care as an ordinarily prudent person would use under similar circumstances in a like position. In performing such duties a Board member shall be entitled to rely on factual information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:

- a. one or more Directors of the Board of Directors or employees of UPAWS whom the Board of Directors reasonably believes to be reliable and competent in the matters presented; or
 - b. legal counsel, public accountants or other persons as to matters which the Board reasonably believes to be within such persons professional or expert competence; or
 - c. a Committee of the Board upon which the Board member may or may not serve, duly designated in accordance with a provision of the By-Laws or in such Committee the Board member reasonably believes to merit confidence and the Board member shall be considered to be acting in good faith.
- E. Execution of Conveyances, Mortgages and Contracts: The Board of Directors may in any instance designate one or more officers, agents or employees to execute any contract, conveyance, mortgage or other instrument on behalf of UPAWS, and such authority may be general or confined to specific transactions.

Article 7: BOARD MEMBERSHIP

- A. Number and Term of Office: The Board of Directors shall consist of no less than five (5) and no more than twelve (12) persons. In the event of an increase in the number of elected Directors serving, terms shall be established so that the terms of approximately one-third (1/3) of the Directors expire each year. Directors may be elected for no more than two (2) consecutive three year terms, at which point the Director must be off the Board for one (1) year to become eligible for nomination to a vacant Board position.

Directors shall serve for three (3) year terms. The Board shall fill expiring terms at their regular July meeting. Each individual nominated shall be voted on by the Board using secret ballot. Re-elected Directors shall begin their term of office after Board elections at the July meeting. Any existing Director not eligible for re-election or not re-nominated shall end their term of office upon the completion of the election process.

- B. Vacancies: Whenever any vacancy shall occur in the Board of Directors by death, resignation, removal or otherwise, the vacancy may be filled by the affirmative vote of two-thirds (2/3) of the Directors at earliest convenience of the Board of Directors. Any

Director so appointed shall serve for the unexpired portion of the term of the vacated position and the incomplete term does not count towards term limits.

Upon a Board member vacancy, the Board Development Committee shall request applications for potential new Board members. The Board Development Committee shall review and interview potential Board member candidates during its regular committee meetings or a special meeting. Nominations to fill a vacant position shall be forwarded by the Board Development Committee at least seven (7) calendar days prior to the Regular monthly meeting. Appointments will be voted on by the Board using a secret ballot. Upon majority vote of the Directors, the Board shall confirm or deny the appointment.

- C. Qualifications of Board Members: At least two Board members shall possess a significant level of experience and expertise in animal welfare services to guide the management of the UPAWS Shelter and the adequacy of such experience shall be determined by vote of the Board of Directors. Employees of UPAWS shall not serve as Board members.
- D. Ex-Officio Members: Any individual or organization interested in supporting the purposes of UPAWS may become a Member of the Board of Directors by such means as the Board of Directors determines is required for appointing Ex-Officio Members from time to time. Such individuals or organizations may be recognized or granted benefits in such form as the Board of Directors shall prescribe from time to time. No property or voting right shall be vested in any Ex-Officio Member, directly or indirectly. There is no limitation on the number of Ex-Officio Members authorized.
- E. Resignation and Removal of Board Members:
 - a. Any Board members may resign at any time by giving written notice to the President of the Board, and such resignation shall be effective on the date specified in the notice. If by reason of resignation or removal the number of Board members is less than a quorum necessary to manage the Board of Directors, the Board shall take such action as may be necessary to establish a quorum, including naming interim Board members.
 - b. If removal of any Board member is based upon any publicly made accusation of misconduct or wrongdoing on the part of the Board member, s/he shall be given an opportunity to answer to any such accusation before the Board at a meeting held for that purpose. The decision to remove or not to remove any Board member with cause shall be determined at such regular or special meeting of the Board of Directors by the affirmative vote of two-thirds (2/3) of the Directors then in office.

- c. Any Officer may be removed with cause by the vote of a majority of the Directors then in office at any regular or special meeting of the Board of Directors.

Article 8: BOARD OFFICERS

A. Election of Officers

- a. The Officers of the Board shall consist of a President, Vice President, Secretary and Treasurer who shall perform the duties as outlined within Article 8 of the UPAWS Bylaws.
- b. The Organizational Meeting shall be held within ten (10) calendar days after the July monthly meeting. All Officers shall be elected for a term of one (1) year (or until their successors have been elected) by the Board of Directors at its Organizational meeting. If less than a quorum of the Directors is in attendance for an Organizational meeting of the Board of Directors, the holding of such Organizational meeting shall not be required and matters which might have been taken up at the Organizational meeting may be taken up at any later regular, special or Organizational meeting or by consent resolution.
- c. Any Director choosing to be nominated for a Board Officer position must have been a Board member for the preceding twelve months, unless there are no other eligible or interested candidates.
- d. In the event of the death, resignation, removal or other inability to serve of any Officer, the Board of Directors shall elect a successor who shall serve until the expiration of the normal term of such Officer or until his or her successor shall be elected.

B. President Duties

- a. To serve as the executive officer for UPAWS, and, as such, under the direction of the Board of Directors, shall have power, on behalf of the Board of Directors, to perform all acts, execute and deliver all documents and take all steps that the President may deem necessary or desirable in order to effectuate the actions and policies of the Board.
- b. To coordinate with the Directors to develop an agenda and preside at official meetings of the Board.

- c. To represent the Board of Directors at meetings throughout the State, and as deemed necessary, and to report back to the Board of Directors about such meetings.

C. Vice-President Duties

- a. The Vice President will act in the capacity of the President in absence of the President.
- b. To represent the President, when requested, at meetings, and to report back to the Board of Directors about such meetings.
- c. To perform other duties as may be assigned by the President or Board of Directors.

D. Secretary Duties

- a. In the absence of the President and Vice-President, the Secretary shall serve as the Acting President.
- b. Will receive and attend to all correspondence of the Board of Directors and have custody of all documents belonging to UPAWS (except as otherwise provided in these bylaws).
- c. Secretary will ensure that minutes are taken at all Board of Directors meetings, will review the minutes, file and report the minutes as required.
- d. Will ensure that all meeting notices are duly given in accordance with these bylaws and the Board Policies and Procedures.
- e. To assist in formulating meeting agendas.
- f. To perform other duties as may be assigned by the President or Board of Directors.

E. Treasurer Duties

- a. The Treasurer shall have charge of the funds of UPAWS, except for such funds as the Board of Directors may designate.
- b. Will ensure that an accounting system is maintained which will give a true and

accurate accounting of the financial transactions of UPAWS and that all funds received by the Treasurer and/or UPAWS shall immediately be deposited in a depository designated by the Board of Directors.

- c. Will provide financial reports on a monthly basis, or as requested by the Board of Directors, of activities and the financial condition of UPAWS.
- d. To perform other duties as may be assigned by the President or Board of Directors.

Article 9: MEETINGS

A. Types of Meetings

The Board of Directors may, upon the call of the President or as otherwise provided, conduct meetings for the purpose of carrying out the business of the Board of Directors, including an Annual Meeting, regular monthly meeting, Organizational Meeting, special meetings, and such other meetings or modes of transaction of business as shall be reasonably necessary to conduct the business of the Board of Directors.

B. Annual Meeting

- a. The Board of Directors shall conduct its Annual Meeting in adherence to Article 10 of the UPAWS Bylaws.
- b. The Board of Directors shall conduct its Annual Meeting for the purposes of presentation of the Annual Report, review of the activities of UPAWS Board of Directors and staff during the prior year, and to transact such other business as is normal or customary for a similar board, organized for similar purposes.
- c. The Annual Meeting shall be conducted on the second Tuesday in June of each year at a time and place to be set by the Board of Directors. The meeting shall be held for the benefit of the community and will include a presentation of the Annual Report. Public notice shall be given at least two weeks prior to the date of meeting.
- d. The Annual Meeting shall include a scheduled period of time for community participation.

C. Regular Monthly Meeting

- a. The Board of Directors shall conduct a regular monthly meeting to be held on a day and at a time as agreed upon by the majority of the Board of Directors.
 - b. The meetings shall be held at a location as agreed upon by a majority of the Board of Directors Board members.
 - c. The President may designate other locations, dates, or times for the monthly meeting upon at least three (3) calendar days notice to members prior to the date of the meeting. Any change of location will be posted at the regular meeting place.
- D. Organizational Meeting: An Organizational Meeting shall be held at a place, date and time as determined by the Board within ten (10) calendar days after the July monthly meeting for the purposes of election of all Officers who shall serve a term of one (1) year; as elected by the Board of Directors.
- E. Special Meetings: Special meetings of the Board of Directors may be called by the President of the Board of Directors or upon the request of two (2) or more Board members (with a minimum of at least 48 hours notice) and upon telephonic and electronic (email) notice to members, but the President must designate a record of the date, time and fact of notice to each member at their duly recorded telephone numbers. Notices of special meetings shall state the purpose or purposes of the meeting, and no business may be conducted at a special meeting except the business specified in the notice of the meeting. Notice of any meeting of the Board may be waived in writing before or after the meeting.
- F. Closed Session: The Board, at any meeting, and at the discretion of the President or a majority of the Board members present, may go into closed session to discuss matters confidential in nature, including but not limited to personnel and legal issues. The Board, at its discretion, may invite others to remain in attendance for the closed session. Formal motions and subsequent voting must be conducted in open session. The time of the beginning and end of closed sessions shall be reflected in the minutes from the meeting.
- G. Quorum: At a meeting of the Board of Directors, a majority of the voting members of the Board (more than 50% of the Board members) shall constitute a quorum for the transaction of business. Meetings shall only be official when a quorum is present. No Board of Directors action shall be taken by participation of less than a majority of voting members of the Board of Directors.

- H. Voting: At a meeting of the Board of Directors, each Board member has one vote. The majority vote of the Board members present and constituting a quorum shall constitute the decision of the Board. The vote of a majority of the Directors present at any meeting at which there is a quorum shall be the acts of the Board, except as a larger vote may be required by the laws of the State of Michigan, these Bylaws or the Articles of Incorporation. If a Director abstains from a vote, their presence shall not count toward the determination of whether a quorum is present. Ordinary voting shall take place by voice vote or raised hands. If confidentiality is required, a paper ballot shall be provided. Proxy and absentee voting is prohibited in all circumstances.
- I. Voting by Email: Email voting is permitted under the following conditions: All Directors must receive the email setting forth the proposal. The proposal may be in the form of a consent resolution document attached to the email or it may be described in the text of the email. A proposal may be adopted by email voting only if Directors provide a clear "yes or no" response, without modifying the proposal in any way or casting any doubt on their support of the proposal. The proposal email and, if applicable, consent resolution, and every email response shall be printed and maintained with the official minutes of the Board of Directors.
- J. Meeting Options: Members of the Board of Directors or any committee designated by the Board may participate in a meeting of the Board or committee by means of a conference telephone call or similar communications equipment by which all persons participating in the meeting can hear each other at the same time and participation by such means shall constitute presence in person at the meeting. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting by written consent or Resolution setting forth the action taken, signed by all the Board members and such written consent shall have the same effect as a unanimous vote taken at a duly called meeting.
- K. Actions without a Meeting: Any action by the Board of Directors may be taken without a meeting if all members of the Board of Directors individually or collectively consent in writing to this action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board of Directors through the Secretary. Written consent may be conveyed electronically.
- L. Presumption of Assent: A Board member who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken, unless such dissent shall be entered in the minutes of the meeting or unless the Board member shall file a written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the President of the Board of Directors

immediately after the adjournment of the meeting. Such right to dissent shall not apply to a Board member who voted in favor of such action.

Article 10: BOARD PROTOCOLS

- A. Manner of Decision-Making: The UPAWS Board of Directors shall adhere to The Standard Code of Parliamentary Procedure (commonly referred to as Sturgis). All matters shall be fully discussed and a reasonable attempt shall be made to secure unanimous agreement but the final decision will be by majority vote. The President will not vote except in the case of a tie-vote.
- B. Committees: The Board of Directors may establish such standing or special committees from time to time as it shall deem appropriate and shall define the powers and responsibilities of such committees. The President shall confirm or appoint committee Chairpersons. It shall be the responsibility of each chairperson to fill the committee. All committees must consist of a minimum of 4 members, including the Chairperson.
 - a. Standing Committees: The President may Chair any standing committee(s) and shall serve as an ex-officio member of all remaining committees. Standing Committees shall consist of:
 - i. Board Development
 - ii. Finance (The Treasurer shall serve as Chairperson)
 - iii. Fundraising
 - iv. Strategic Planning
 - v. Policy/Bylaw
 - vi. Personnel (The President shall serve as Chairperson)
 - b. Special Committees: Special committees may be appointed by the President or the Board of Directors. Any special committee shall be dissolved as soon as it has fulfilled its function.
- C. Chain of Command: Board Members shall follow the UPAWS Personnel Policies and Procedures under Chain of Command when concerns, complaints or issues, which need to be resolved, are brought to their attention by an employee. Individual complaints should not be brought to the Board of Directors, as a body or individually, until the steps in the Chain of Command have been exhausted. Board Members shall direct employees to the appropriate individual for addressing concerns, complaints or related issues.

- D. Conflict or Duality of Interest: Board members shall observe all appropriate standards and regulations designated to avoid conflicts of interest. At all meetings of the Board of Directors, any Director having a relevant ownership interest in any contracts or other arrangements being considered by the Board of Directors shall disclose the conflict or duality of interest and excuse him/herself during the deliberation. Volunteer activities with other charities may also be considered a conflict or duality of interest, depending upon the circumstances. Any Director having a relationship with another charitable organization with which contracts or other arrangements are being considered by the Board of Directors shall disclose the relationship and ask the remaining directors to determine whether a conflict or duality of interest shall prevent the Director from participating in the discussion and/or vote regarding the issue. The remaining Directors shall consider the extent of the relationship between the Director and the charitable organization and the likelihood that the type of contract or arrangement being considered would benefit the Director. All Directors shall complete and submit a conflict of interest form at the annual appointment meeting.
- E. Liability of Board Members: The Board shall maintain Directors/Officers Liability Insurance to protect Directors and Officers in the event of any actual or alleged error, misstatement, omission, misleading statement, or breach of duty. Directors shall have neither responsibility nor authority with respect to corporate affairs and shall not be liable for its debts, liabilities or obligations. A Board member shall not be personally liable for monetary damages for breach of fiduciary duty as a Board member unless;
- a. The Board member has breached or failed to perform the duties of the Board member's office as provided in the Articles of Incorporation, and
 - b. The breach or failure to perform constitutes willful misconduct or recklessness.
- F. Compensation, Reimbursement, Per Diem: Board Members shall receive no compensation for their services on the Board of Directors. Board members shall not be eligible for reimbursement except as authorized by the Board of Directors. Per Diem and reimbursement for travel expenses may be paid for any travel required to attend business of UPAWS per the policies applicable to employees of UPAWS. The Board of Directors may provide for reasonable compensation to a Board Member for services which are beyond the scope of his or her duties as a Board Member.
- G. Order of Business: The normal order of business of the Board of Directors, which may be varied by a motion duly adopted by the Board of Directors, shall be:
- a. Call to Order / Attendance

- b. Public Comment
- c. Approval of the Agenda
- d. Approval of the Meeting Minutes of the previous Meeting
- e. Unfinished business
- f. New business
- g. Communications
- h. President's Report
- i. Treasurer's Report
- j. Executive Director's Report
- k. Committee Reports
- l. Public Comment
- m. Board Comment
- n. Adjournment

Article 11: ANNUAL REPORT

- A. The Board of Directors shall ensure the preparation and distribution of an Annual Report of the operations and activities of UPAWS the fiscal year preceding the Annual Meeting. The Board of Directors shall review, adopt, and if necessary, revise the report for submittal to the community within 14 calendar days prior to the Annual Meeting.
- B. The Annual Report shall identify:
 - a. A summary of the activities of the prior fiscal year;
 - b. The financial condition of UPAWS;
 - c. The condition of the Shelter facility;
 - d. A summary of the services provided;
 - e. Any significant problems and accomplishments; and
 - f. Plans for the future.

Article 12: AMENDMENTS

These Bylaws may be amended, altered, restated, changed, added to or repealed at any regular or special meeting by the affirmative vote of not less than two-thirds vote of the entire Board, provided written notice of the proposed amendment was provided to all Board members at least ten (10) calendar days prior to the meeting. The Bylaws, as amended, will receive final approval by the Board of Directors.

Article 13: CERTIFICATION

I, _____, as President of the UPAWS Board of Directors hereby certify that at a duly called meeting of the Board of Directors, held on August 28, 2018; the Board of Directors adopted by consensus the foregoing By-Laws, a quorum being present.

Policy / Bylaw Committee
Report & Recommendation
June 21, 2019

Recommendation to the UPAWS Board of Directors

The Policy / Bylaws Committee is recommending the adoption of the UPAWS Board of Directors Policy #13, Social Media, as presented, to be effective upon approval by the Board of Directors on June 24, 2019.

Respectfully Submitted,

Colleen C. Whitehead, Chair
Policy/Bylaw Committee

13.0 Social Media

This policy provides guidance for UPAWS Board members for the use of social media, which should be broadly understood to include blogs, wikis, micro-blogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in any manner. Social media use shouldn't interfere with your responsibilities at UPAWS.

These guidelines are written to help navigate the continually changing world of social media. The methods and mediums may change, but the professional standards of UPAWS do not.

- A. Integrity is our most important commodity: Avoid writing or posting anything that would embarrass UPAWS or compromise your responsibility as a Board member. Dishonorable content such as racial, ethnic, sexual, religious, and physical disability slurs are not tolerated.
- B. Assume that everything you write, exchange or receive on a social media site is public. (yes, even when you use privacy tools.)
- C. Do not respond to offensive or negative posts or comments from the public. Although not an exclusive list, some specific examples of prohibited social media conduct include posting commentary, content, or images that are defamatory, pornographic, proprietary, harassing, libelous, or that can create a hostile work environment.
- D. Board members can associate themselves with UPAWS when posting but they must clearly identify their online posts as personal and purely their own.
- E. Board members cannot create UPAWS related social media pages separate from their personal account(s) or the UPAWS page.
- F. Any comments or posts related to UPAWS programs and services are allowed only on the UPAWS Facebook page.
- G. Get permission to use copyrighted content such as photos or videos, or to cite or reference our supporters, partners or suppliers.
- H. Do not disclose or use any confidential or business information about UPAWS, such as member or donor information. Do not disclose personal information about co-workers, employees, other Board members or former employees.
- I. Board members are not to disclose information that is financial, operational and legal in nature, as well as any information that pertains to clients and customers.

- J. Subject to the UPAWS Board Policies and Procedures, after hours online activity that violates the UPAWS professional standards or any other UPAWS policy may subject a Board member to removal from the Board.

EFFECTIVE: 06/24/2019	REVISED DATE:	SUPERSEDES:
BOARD SIGNATURE:		

Personnel Committee
Report & Recommendation
June 24, 2019

Recommend the Board approve a part time, contracted bookkeeping position at a rate of \$15 per hour for 20 hours per week. This position will report to the Board Treasurer.

Submitted by:
Kathy Leone, Committee Chair

Greetings,

I am writing today to submit a formal request for the addition of two more animal caregiver positions. It is my recommendation that one part-time and one occasional time position be added. The rational for this proposal is related to my belief that we should have at least four caregivers on staff for each shift. The ability to hire one position at 20-25 hours per week, and one position at 25-30 hours will help to almost fully cover the needed 56 hours workweek.

Before coming over to the new shelter we had previously discussed the ability of the facility to reduce cleaning time. We also discussed how the number of volunteers would dramatically increase. I believe it is now evident that neither of these has come to fruition, and I believe resources will need to be allocated in order to properly care for the animals and the facility.

The last time we spoke regarding personnel, I had mentioned my desire to wait until after the appointment of the executive director position, and also the vet assistant before making any determination regarding staffing levels. Both of these appointments have improved the ability of the shelter to operate, but I believe more help is needed.

If we would like to continue being a shelter that is dedicated to providing the best possible care for our animals, this is a recommended action. We pride ourselves on things other shelters do not do, such as walking our dogs up to four times daily. During these walks we also need to be able to provide great customer services, care for other animals, and be able to approach and complete other needed tasks.

Thank you for any consideration given.

Respectfully, Ryan Poupore

Shelter Manager

6/20/19

10:45 AM

Upper Peninsula Animal Welfare Shelter, Inc.

06/19/19

Balance Sheet

Accrual Basis

As of May 31, 2019

	May 31, 19
ASSETS	
Current Assets	
Checking/Savings	
1010 • mBank Checking	129,677.49
1011 • mBank General Savings	236,425.64
1012 • mBank Sally's Fund Savings	16,016.86
1013 • mBank Capital Campaign Checking	144,759.62
1016 • mBank Capital Campaign Savings	5.38
Total Checking/Savings	526,884.99
Accounts Receivable	
1200 • *Accounts Receivable	1,423.50
1524 • Capital Campaign Pledges	112,350.00
Total Accounts Receivable	113,773.50
Other Current Assets	
1080 • Petty Cash	400.00
1528 • N.S. Constuction in Progress	3,592,973.99
1540 • Allowance for Uncol Promises	-9,364.00
1550 • Discount-CC Pledges Receivable	-5,000.00
Total Other Current Assets	3,579,009.99
Total Current Assets	4,219,668.48
Fixed Assets	
1611 • Land - County Rd 553	20,586.75
1645 • Office & Kennel Equipment	5,615.86
1650 • New Shelter-Furniture & Equip	84,087.44
1665 • Vehicles	21,643.00
1670 • Accumulated Depreciation	-27,258.30
Total Fixed Assets	104,674.75
Other Assets	
1074 • WF Endowment Fund Investments	226,011.35
1700 • Beneficial Interest in MCCF	101,700.19
1702 • Beneficial Interest-Dixon Trust	629,660.15
Total Other Assets	957,371.69
TOTAL ASSETS	5,281,714.92
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2001 • *Accounts Payable	21,140.44
Total Accounts Payable	21,140.44
Other Current Liabilities	
2002 • AP-New Shelter Retainage	57,227.50
2025 • Accrued Benefits	5,492.91
2100 • Payroll Liabilities	-293.23
Total Other Current Liabilities	62,427.18
Total Current Liabilities	83,567.62
Long Term Liabilities	
2300 • Mortgage-New Shelter	1,100,000.00
Total Long Term Liabilities	1,100,000.00
Total Liabilities	1,183,567.62

10:45 AM

Upper Peninsula Animal Welfare Shelter, Inc.

06/19/19

Balance Sheet

Accrual Basis

As of May 31, 2019

	May 31, 19
Equity	
3001 • Beg Net Assets Temp Restricted	1,230,388.00
3002 • Beg net Assets Perm Restricted	294,517.00
3040 • Beg net Assets Unrestricted	95,970.45
3900 • Retained Earnings	2,374,570.98
Net Income	102,700.87
Total Equity	4,098,147.30
TOTAL LIABILITIES & EQUITY	<u>5,281,714.92</u>

UPAWS

Days Cash On Hand

	2015	2016	2017	2018	Jan-19
Cash Less Restricted Funds	\$152,858.00	201,661.55	215,192.09	311,797.49	292,267.05
Total annual expense	\$576,669.00	\$602,450.00	\$536,174.67	\$521,136.55	\$741,159.72
Daily expense	\$1,579.92	\$1,650.55	\$1,468.97	\$1,427.77	\$2,030.57
Days cash on hand for shelter expenses (cash & equiv. less restricted for Sally's Fund and Capital Campaign / daily expense)	97	122	146	218	144

May 31 FYE Internal Statements

2012-2016

Budgeted annual expense for 2017

Budgeted annual expense for 2018

Budgeted annual expense for 2019

****NFKT- Cash less restricted = General Savings + General Checking + A/R + Petty Cash**

Feb-19	Mar-19	Apr-19	May-19
268,836.10	319,009.97	315,856.00	367,926.63
\$741,159.72	\$741,159.72	\$741,159.72	\$741,159.72
\$2,030.57	\$2,030.57	\$2,030.57	\$2,030.57
132	157	156	181

Upper Peninsula Animal Welfare Shelter, Inc. Profit & Loss Budget Performance

May 2019

Accrual Basis

	May 19	Budget	Jan - May 19	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
4000 - SHELTER REVENUE					
4005 - Pet Adoptions	5,267.61	7,500.00	27,233.61	37,500.00	90,000.00
4010 - Redeemed Animals	477.50	333.00	1,145.00	1,665.00	4,000.00
4016 - Spay Day	0.00	0.00	746.00	3,000.00	3,000.00
4017 - Dog Park	0.00	0.00	0.00	0.00	7,050.00
4018 - Rentals	0.00	42.00	0.00	210.00	500.00
4020 - Government Contracted Services	1,189.50	916.00	5,380.50	4,580.00	11,000.00
4025 - Restitutions/Investigations	0.00	0.00	0.00	0.00	0.00
4030 - Dog License Income	28.00	83.00	148.00	415.00	1,000.00
4031 - Microchipping	0.00	83.00	180.00	415.00	1,000.00
4032 - Nail Clipping	80.00	100.00	330.00	500.00	1,200.00
4033 - Community Spay/Neuter	200.00	208.00	500.00	1,040.00	2,500.00
4050 - Miscellaneous Services	100.00	50.00	682.50	250.00	600.00
4112 - Kids Club	0.00	466.00	0.00	2,330.00	5,600.00
Total 4000 - SHELTER REVENUE	7,362.61	9,781.00	36,345.61	51,905.00	127,450.00
4100 - DIRECT PUBLIC SUPPORT					
4006 - Pet Care Sponsorship	220.00	833.00	6,062.00	4,155.00	10,000.00
4008 - Pet Promotion Sponsorship	685.00	216.00	815.00	1,080.00	2,600.00
4105 - Business Memberships	0.00	416.00	2,350.00	2,080.00	5,000.00
4109 - Pink Lady	1,969.00	583.00	2,879.00	2,915.00	7,000.00
4110 - Donations	4,547.29	5,833.00	44,882.60	29,165.00	70,000.00
4120 - Special Gifts	697.59	875.00	7,050.78	4,375.00	10,500.00
4123 - Memorial Bricks/Tiles	0.00	1,250.00	807.00	6,250.00	15,000.00
4125 - Donated Services/Materials	0.00	0.00	-1,934.23	0.00	0.00
4130 - Memorials/Honorariums	4,583.00	4,167.00	18,945.06	20,831.00	50,000.00
4132 - Deb's Dog Revenue	350.00	100.00	850.00	500.00	1,200.00
4138 - Bequests	0.00	0.00	0.00	0.00	0.00
4152 - Direct Solicitations	1,610.00	5,934.00	4,425.00	28,670.00	71,200.00
Total 4100 - DIRECT PUBLIC SUPPORT	14,661.88	20,207.00	87,132.21	101,031.00	242,500.00
4156 - GRANT REVENUE					
4157 - General Grants	0.00	4,166.00	10,963.00	20,830.00	50,000.00
Total 4156 - GRANT REVENUE	0.00	4,166.00	10,963.00	20,830.00	50,000.00
4200 - FUNDRAISING REVENUE					
4127 - Wash & Wag	0.00	0.00	0.00	0.00	1,800.00
4128 - Misc/3rd Party Fundraisers	0.00	1,109.00	1,552.00	5,545.00	13,313.00
4140 - Canisters	518.04	791.00	3,774.13	3,955.00	9,482.00
4153 - Econo Receipts Revenue	0.00	0.00	2,511.16	2,750.00	5,500.00
4144 - Cause for Paws Revenue	0.00	0.00	4,694.00	0.00	25,100.00
4146 - Rummage Sale	0.00	0.00	0.00	0.00	0.00
4147 - Strut Your Mutt	0.00	0.00	2,013.00	0.00	22,000.00
4151 - Raise The Woof	0.00	0.00	5,329.00	7,350.00	7,350.00
4170 - Golf Outing Revenue	4,025.00	0.00	6,625.00	0.00	19,400.00
4183 - Raffle	0.00	416.00	125.00	2,080.00	5,000.00
4185 - Lights of Love Revenue	0.00	0.00	43.75	0.00	2,350.00
4197 - Calendar	756.00	250.00	1,713.95	250.00	12,300.00
4204 - MZD Pics W/Santa	0.00	0.00	0.00	0.00	3,080.00
Total 4200 - FUNDRAISING REVENUE	5,299.04	2,566.00	28,380.99	21,930.00	126,685.00
4500 - OTHER INCOME					
4201 - Home2Home	0.00	15.00	55.00	75.00	180.00
4205 - Resale Items Revenue	938.60	3,500.00	6,827.58	17,500.00	42,000.00
4215 - Interest Revenue	54.30	4.00	368.80	20.00	48.00
4220 - Miscellaneous Revenue	0.00	0.00	301.05	0.00	0.00
4221 - Endowment Fund Earnings	0.00	0.00	9,822.98	5,000.00	5,000.00
4223 - MOCF B.Reider Fund Distribution	0.00	0.00	8,009.94	6,500.00	6,500.00
4239 - Legacy Fundraising Income	70,200.00	10,778.00	100,920.00	53,890.00	129,597.00
4249 - Gain/Loss On Sale of Asset	0.00		-11,349.52		
Total 4500 - OTHER INCOME	71,193.20	14,297.00	115,155.84	82,985.00	183,325.00
Total Income	98,516.73	51,017.00	277,977.65	278,681.00	729,960.00
Gross Profit	98,516.73	51,017.00	277,977.65	278,681.00	729,960.00
Expense					
5000 - EMPLOYEE EXPENSE					
5200 - Payroll Expenses	31,178.96	22,567.53	98,704.59	110,811.65	290,462.00
5225 - Simple Plan Employer	252.43	345.63	1,091.46	1,723.35	4,488.40
5230 - MESC	272.89	0.00	1,620.28	2,168.00	4,156.00
5235 - Employer Social Security	1,925.47	1,399.19	6,860.47	6,870.32	18,008.96
5240 - Employer Medicare	450.31	327.23	1,604.45	1,606.77	4,211.70
5245 - Worker's Compensation	295.00	279.00	1,770.00	1,365.00	3,345.00
Total 5000 - EMPLOYEE EXPENSE	34,375.06	24,918.58	111,651.26	124,576.09	324,671.76
5500 - OPERATING EXPENSE					
5009 - Phone/Network Access	14.00	194.00	617.35	970.00	2,328.00
5010 - NSF Checks	0.00	0.00	0.00	0.00	0.00
5011 - Merchant Service Fees	355.84	491.00	1,948.97	2,455.00	5,900.00
5012 - Bank Service Charges	0.00	0.00	5.00	0.00	0.00
5050 - Utilities	4,977.14	5,000.00	17,193.53	25,000.00	60,000.00
5100 - Cleaning Supplies	619.12	300.00	1,387.61	1,500.00	3,600.00
5102 - Animal Supplies	207.27	166.00	954.64	830.00	2,000.00
5105 - Repairs/Maintenance	555.61	470.00	5,350.19	2,350.00	5,651.00
5106 - Garbage/Snow Removal	660.85	317.00	4,939.83	3,951.00	7,553.00
5115 - Office Supplies	160.54	362.00	1,859.98	1,810.00	4,350.00
5116 - Postage	165.00	183.00	646.80	915.00	2,186.00
5117 - Community Spay/Neuter	498.00	333.00	1,209.80	1,665.00	3,986.00
5120 - Building/Auto Insurance	-442.43	0.00	7,090.14	8,372.00	9,739.00
5125 - Food	868.08	500.00	2,249.75	2,500.00	6,000.00
5127 - Microchips	0.00	458.00	3,212.50	2,290.00	5,500.00
5130 - Medical Supplies	1,880.45	1,250.00	4,042.19	6,250.00	15,000.00
5135 - Vet Care	5,319.47	5,416.00	19,933.30	27,000.00	65,000.00
5137 - Vaccines	2,120.67	375.00	2,586.63	1,875.00	4,500.00
5139 - Spay Day Expense	0.00	0.00	592.50	3,000.00	3,000.00
5140 - Spay & Neuter Program	1,703.55	1,833.00	6,063.13	9,165.00	22,000.00
5141 - Animal Equipment	0.00	50.00	82.66	250.00	600.00
5145 - Vehicle	184.97	200.00	1,426.03	1,000.00	2,400.00
5146 - Dog License Expense	60.00	16.00	84.00	80.00	200.00
5150 - Mileage	43.15	41.00	220.87	205.00	500.00
5160 - Depreciation	0.00	0.00	349.00	0.00	0.00
5180 - Donated Services/Materials	0.00	0.00	-1,934.23	0.00	0.00

Upper Peninsula Animal Welfare Shelter, Inc. Profit & Loss Budget Performance

May 2019

Accrual Basis

	May 19	Budget	Jan - May 19	YTD Budget	Annual Budget
5183 - Deb's Dog Expense	61.00	100.00	183.00	500.00	1,200.00
6523 - Kids Club	0.00	213.00	691.29	1,065.00	2,560.00
6524 - Dog Park	0.00	0.00	0.00	0.00	4,264.00
6528 - Rentals	0.00	8.00	0.00	40.00	100.00
Total 5500 - OPERATING EXPENSE	20,012.28	18,276.00	82,981.46	105,118.00	240,137.00
5550 - GRANT EXPENSE					
5551 - General Grants	1,217.38	1,041.00	2,801.62	5,205.00	12,500.00
Total 5550 - GRANT EXPENSE	1,217.38	1,041.00	2,801.62	5,205.00	12,500.00
5600 - FUNDRAISING EXPENSE					
5603 - MZD Pics W/Santa	0.00	0.00	0.00	0.00	580.00
6307 - Calendar	0.00	100.00	5.04	100.00	3,025.00
6308 - Wash & Wag	0.00	0.00	140.00	0.00	455.00
6311 - Cause for Paws	0.00	0.00	9.83	0.00	5,213.00
6312 - Runnige Sale	0.00	0.00	0.00	0.00	0.00
6315 - Misc/3rd Party Fundraisers	137.51	145.00	259.01	730.00	1,760.00
6317 - Raise The Woof	0.00	0.00	2,190.88	3,765.00	3,765.00
6322 - Raffle Expense	0.00	0.00	156.32	955.00	2,300.00
6324 - Miscellaneous Expenses	0.00	12.00	141.42	60.00	150.00
6330 - Golf Outing Expense	50.00	0.00	59.83	0.00	5,515.00
6355 - Lights of Love	0.00	0.00	38.81	0.00	155.00
6550 - Strut Your Mutt	0.00	0.00	-240.17	0.00	4,910.00
6551 - Canisters	0.00	4.00	0.00	20.00	50.00
Total 5600 - FUNDRAISING EXPENSE	187.51	453.00	2,783.97	5,570.00	27,818.00
6000 - OTHER EXPENSE					
5142 - Volunteer Program	81.04	165.00	461.52	830.00	2,000.00
6313 - Direct Solicitations	0.00	800.00	0.00	4,000.00	9,600.00
6503 - Community Outreach	32.98	125.00	113.03	625.00	1,500.00
6504 - Memorial Bricks/Tiles	0.00	275.00	19.80	1,375.00	3,300.00
6505 - Professional Fees	0.00	5,500.00	337.50	5,500.00	13,750.00
6510 - Publications	5,302.33	0.00	5,302.33	3,064.00	11,000.00
6511 - Pet Promotion Expense	377.08	216.00	934.58	1,080.00	2,600.00
6512 - Legacy Fundraising Expense	0.00	1,943.00	388.99	9,715.00	23,325.00
6515 - Promotions	8.00	230.00	139.87	1,150.00	2,761.00
6525 - Resale Items Expense	107.22	1,458.00	10,518.07	7,290.00	17,500.00
6526 - MI Sales Tax	-54.82	250.00	851.12	1,250.00	3,000.00
6530 - Conferences	600.00	166.00	645.00	830.00	2,000.00
6532 - Donor Development	0.00	500.00	62.30	2,500.00	6,000.00
6535 - Licenses, Dues, Permits & Fees	265.00	0.00	1,160.59	525.00	1,550.00
6539 - Computer Equip/Network Access	376.23	300.00	1,985.25	1,500.00	3,600.00
6540 - Miscellaneous Expense	0.00	0.00	120.76	0.00	0.00
6547 - Business Memberships	0.00	83.00	31.85	415.00	988.00
6561 - Investment Expense	0.00	0.00	823.31	0.00	0.00
6590 - Mortgage Fees/Interest	2,814.38	2,704.00	9,844.79	13,520.00	31,546.98
Total 6000 - OTHER EXPENSE	9,909.44	14,716.00	33,750.78	55,169.00	136,030.98
Total Expense	65,701.67	59,404.58	233,969.09	295,637.09	741,157.74
Net Ordinary Income	32,815.06	-8,387.58	44,008.56	-16,956.09	-11,197.74
Other Income/Expense					
Other Income					
4222 - Investment Interest Revenue	0.00		906.92		
4226 - Change in Value-Dixon Trust	0.00		40,304.20		
4227 - Distribution from Dixon Estate	0.00	0.00	4,385.54	2,800.00	11,200.00
4300 - Unrealized Gain/Loss	-5,887.61		12,355.78		
4310 - Realized Loss/Gain LT Invstmnt	-562.62		6,227.07		
4400 - RESTRICTED REVENUE					
7300 - New Shelter					
4219 - New Shelter Revenue	0.00		2,500.00		
6536 - New Shelter Expense	-49.86		-1,535.83		
Total 7300 - New Shelter	-49.86		964.17		
7400 - SALLY'S FUND					
4218 - Sally's Fund Revenue	0.00	0.00	0.00	0.00	4,800.00
6518 - Sally's Fund Expense	0.00	0.00	-100.00	0.00	-350.00
Total 7400 - SALLY'S FUND	0.00	0.00	-100.00	0.00	4,450.00
Total 4400 - RESTRICTED REVENUE	-49.86	0.00	864.17	0.00	4,450.00
Total Other Income	-6,500.29	0.00	65,043.68	2,800.00	15,650.00
Net Other Income	-6,500.29	0.00	65,043.68	2,800.00	15,650.00
Net Income	26,314.77	-8,387.58	109,052.24	-14,156.09	4,452.26

5:00 PM

06/18/19

Accrual Basis

Upper Peninsula Animal Welfare Shelter, Inc. Profit & Loss Prev Year Comparison

January through May 2019

	Jan - May 19	Jan - May 18	\$ Change	% Change
Ordinary Income/Expense				
Income				
4000 • SHELTER REVENUE				
4005 • Pet Adoptions	27,233.61	24,827.93	2,405.68	9.7%
4010 • Redeemed Animals	1,145.00	1,150.00	-5.00	-0.4%
4016 • Spay Day	746.00	2,073.00	-1,327.00	-64.0%
4020 • Government Contracted Services	5,380.50	2,583.69	2,796.81	108.3%
4025 • Restitutions/Investigations	0.00	90.00	-90.00	-100.0%
4030 • Dog License Income	148.00	240.00	-92.00	-38.3%
4031 • Microchipping	180.00	340.00	-160.00	-47.1%
4032 • Nail Clipping	330.00	600.00	-270.00	-45.0%
4033 • Community Spay/Neuter	500.00	500.00	0.00	0.0%
4050 • Miscellaneous Services	682.50	781.00	-98.50	-12.6%
4000 • SHELTER REVENUE - Other	0.00	0.00	0.00	0.0%
Total 4000 • SHELTER REVENUE	36,345.61	33,185.62	3,159.99	9.5%
4100 • DIRECT PUBLIC SUPPORT				
4006 • Pet Care Sponsorship	6,062.00	4,277.50	1,784.50	41.7%
4008 • Pet Promotion Sponsorship	815.00	1,305.00	-490.00	-37.6%
4105 • Business Memberships	2,350.00	0.00	2,350.00	100.0%
4109 • Pink Lady	2,879.00	795.00	2,084.00	262.1%
4110 • Donations	44,882.60	46,497.49	-1,614.89	-3.5%
4120 • Special Gifts	7,050.78	7,138.99	-88.21	-1.2%
4123 • Memorial Bricks/Tiles	807.00	0.00	807.00	100.0%
4126 • Donated Services/Materials	-1,934.23	7,832.85	-9,767.08	-124.7%
4130 • Memorials/Honorariums	18,945.06	29,254.00	-10,308.94	-35.2%
4132 • Deb's Dog Revenue	850.00	775.00	75.00	9.7%
4152 • Direct Solicitations	4,425.00	6,588.00	-2,163.00	-32.8%
4100 • DIRECT PUBLIC SUPPORT - Other	0.00	30.00	-30.00	-100.0%
Total 4100 • DIRECT PUBLIC SUPPORT	87,132.21	104,493.83	-17,361.62	-16.6%
4156 • GRANT REVENUE				
4157 • General Grants	10,963.00	2,125.00	8,838.00	415.9%
Total 4156 • GRANT REVENUE	10,963.00	2,125.00	8,838.00	415.9%
4200 • FUNDRAISING REVENUE				
4128 • Misc/3rd Party Fundraisers	1,552.00	2,203.00	-651.00	-29.6%
4140 • Canisters	3,774.13	2,839.48	934.65	32.9%
4143 • Econo Receipts Revenue	2,511.16	3,530.56	-1,019.40	-28.9%
4144 • Cause for Paws Revenue	4,694.00	2,350.52	2,343.48	99.7%
4147 • Strut Your Mutt	2,013.00	2,100.00	-87.00	-4.1%
4151 • Raise The Woof	5,329.00	6,725.51	-1,396.51	-20.8%
4170 • Golf Outing Revenue	6,625.00	4,225.00	2,400.00	56.8%
4183 • Raffle	125.00	0.00	125.00	100.0%
4185 • Lights of Love Revenue	43.75	271.06	-227.31	-83.9%
4191 • Calls for Critters	0.00	150.00	-150.00	-100.0%
4196 • Chili Cook Off	0.00	351.17	-351.17	-100.0%
4197 • Calendar	1,713.95	862.00	851.95	98.8%
Total 4200 • FUNDRAISING REVENUE	28,380.99	25,608.30	2,772.69	10.8%
4500 • OTHER INCOME				
4201 • Home2Home	65.00	57.50	-7.50	-4.4%
4205 • Resale Items Revenue	6,927.59	1,724.69	5,202.90	301.7%
4215 • Interest Revenue	368.80	5,569.83	-5,201.03	-93.4%
4220 • Miscellaneous Revenue	301.05	0.00	301.05	100.0%
4221 • Endowment Fund Earnings	9,922.98	0.00	9,922.98	100.0%
4223 • MCCF B.Reider Fund Distribution	8,009.94	5,896.74	2,113.20	35.8%
4239 • Legacy Fundraising Income	100,920.00	0.00	100,920.00	100.0%
4249 • Gain/Loss On Sale of Asset	-11,349.52	0.00	-11,349.52	-100.0%
Total 4500 • OTHER INCOME	115,155.84	13,248.76	101,907.08	769.2%
Total Income	277,977.65	178,661.51	99,316.14	55.6%
Gross Profit	277,977.65	178,661.51	99,316.14	55.6%
Expense				
5000 • EMPLOYEE EXPENSE				
5200 • Payroll Expenses	98,704.59	88,624.99	10,079.60	11.4%
5225 • Simple Plan Employer	1,091.46	383.45	708.01	184.6%
5230 • MESC	1,620.28	1,675.44	-55.16	-3.3%
5235 • Employer Social Security	6,860.47	5,955.45	905.02	15.2%
5240 • Employer Medicare	1,604.46	1,392.82	211.64	15.2%
5245 • Worker's Compensation	1,770.00	1,084.00	686.00	63.3%
Total 5000 • EMPLOYEE EXPENSE	111,651.26	99,116.15	12,535.11	12.7%

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06/18/19

Accrual Basis

Upper Peninsula Animal Welfare Shelter, Inc. Profit & Loss Prev Year Comparison

January through May 2019

	Jan - May 19	Jan - May 18	\$ Change	% Change
5500 - OPERATING EXPENSE				
5009 - Phone/Network Access	617.35	1,045.75	-428.40	-41.0%
5010 - NSF Checks	0.00	3.71	-3.71	-100.0%
5011 - Merchant Service Fees	1,948.97	1,704.55	244.42	14.3%
5012 - Bank Service Charges	5.00	0.00	5.00	100.0%
5050 - Utilities	17,193.53	4,495.70	12,697.83	282.4%
5100 - Cleaning Supplies	1,367.61	654.90	712.71	108.8%
5102 - Animal Supplies	954.64	313.49	641.15	204.5%
5105 - Repairs/Maintenance	5,355.19	1,134.24	4,220.95	372.1%
5106 - Garbage/Snow Removal	4,939.83	3,069.58	1,870.25	60.9%
5115 - Office Supplies	1,859.98	811.83	1,048.15	129.1%
5116 - Postage	646.80	759.78	-112.98	-14.9%
5117 - Community Spay/Neuter	1,209.80	1,728.00	-518.20	-30.0%
5120 - Building/Auto Insurance	7,090.14	341.27	6,748.87	1,977.6%
5125 - Food	2,249.75	2,097.70	152.05	7.3%
5127 - Microchips	3,212.50	203.70	3,008.80	1,477.1%
5130 - Medical Supplies	4,042.19	4,176.13	-133.94	-3.2%
5135 - Vet Care	19,933.30	22,319.22	-2,385.92	-10.7%
5137 - Vaccines	2,596.63	1,360.42	1,236.21	90.9%
5139 - Spay Day Expense	592.50	1,822.70	-1,230.20	-67.5%
5140 - Spay & Neuter Program	6,063.13	7,824.10	-1,760.97	-22.5%
5141 - Animal Equipment	82.66	0.00	82.66	100.0%
5145 - Vehicle	1,426.03	780.37	645.66	82.7%
5146 - Dog License Expense	84.00	34.00	50.00	147.1%
5150 - Mileage	220.87	59.94	160.93	268.5%
5160 - Depreciation	349.00	0.00	349.00	100.0%
5180 - Donated Services/Materials	-1,934.23	7,832.85	-9,767.08	-124.7%
5183 - Deb's Dog Expense	183.00	190.00	-7.00	-3.7%
6523 - Kids Club	691.29	0.00	691.29	100.0%
Total 5500 - OPERATING EXPENSE	82,981.46	64,763.93	18,217.53	28.1%
5550 - GRANT EXPENSE				
5551 - General Grants	2,801.62	3,603.35	-801.73	-22.3%
Total 5550 - GRANT EXPENSE	2,801.62	3,603.35	-801.73	-22.3%
5600 - FUNDRAISING EXPENSE				
5603 - MZD Pics W/Santa	0.00	46.32	-46.32	-100.0%
5604 - Chili Cook Off	0.00	158.80	-158.80	-100.0%
6307 - Calendar	5.04	33.55	-28.51	-85.0%
6308 - Wash & Wag	140.00	140.00	0.00	0.0%
6311 - Cause for Paws	9.83	0.00	9.83	100.0%
6315 - Misc/3rd Party Fundraisers	269.01	184.72	84.29	45.6%
6317 - Raise The Woof	2,190.88	2,981.29	-790.41	-28.5%
6322 - Raffle Expense	168.32	0.00	168.32	100.0%
6324 - Miscellaneous Expenses	141.42	1,499.71	-1,358.29	-90.6%
6330 - Golf Outing Expense	59.83	50.00	9.83	19.7%
6356 - Lights of Love	39.81	0.00	39.81	100.0%
6550 - Strut Your Mutt	-240.17	0.00	-240.17	-100.0%
6551 - Canisters	0.00	9.99	-9.99	-100.0%
Total 5600 - FUNDRAISING EXPENSE	2,783.97	5,104.38	-2,320.41	-45.5%
6000 - OTHER EXPENSE				
5142 - Volunteer Program	461.52	310.91	150.61	48.4%
6313 - Direct Solicitations	0.00	25.48	-25.48	-100.0%
6503 - Community Outreach	113.03	147.92	-34.89	-23.6%
6504 - Memorial Bricks/Tiles	19.90	0.00	19.90	100.0%
6505 - Professional Fees	337.50	450.00	-112.50	-25.0%
6510 - Publications	5,302.33	3,313.24	1,989.09	60.0%
6511 - Pet Promotion Expense	934.58	863.95	70.63	8.2%
6512 - Legacy Fundraising Expense	388.99	0.00	388.99	100.0%
6515 - Promotions	139.87	232.77	-92.90	-39.9%
6525 - Resale Items Expense	10,518.07	113.72	10,404.35	9,149.1%
6526 - MI Sales Tax	851.12	822.00	29.12	3.5%
6530 - Conferences	645.00	278.00	367.00	132.0%
6532 - Donor Development	62.30	0.00	62.30	100.0%
6535 - Licenses, Dues, Permits & Fees	1,160.59	768.39	392.20	51.0%
6539 - Computer Equip/Network Access	1,995.25	1,508.00	487.25	32.3%
6540 - Miscellaneous Expense	120.78	0.00	120.78	100.0%
6547 - Business Memberships	31.85	0.00	31.85	100.0%
6561 - Investment Expense	823.31	1,136.09	-312.78	-27.5%
6590 - Mortgage Fees/Interest	9,844.79	4,757.50	5,087.29	106.9%
Total 6000 - OTHER EXPENSE	33,750.78	14,727.97	19,022.81	129.2%
6690 - Reconciliation Discrepancies	0.00	-0.29	0.29	100.0%
Total Expense	233,969.09	187,315.49	46,653.60	24.9%
Net Ordinary Income	44,008.56	-8,653.98	52,662.54	608.5%
Other Income/Expense				
Other Income				
4222 - Investment Interest Revenue	906.92	1,394.41	-487.49	-35.0%
4226 - Change in Value-Dixon Trust	40,304.20	-5,409.76	45,713.96	845.0%
4227 - Distribution from Dixon Estate	4,385.54	8,501.47	-4,115.93	-48.4%
4300 - Unrealized Gain/Loss	12,355.78	720.21	11,635.57	1,615.6%
4310 - Realized Loss/Gain LT Invstmnt	6,227.07	-323.99	6,551.06	2,022.0%

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06/18/19

Accrual Basis

**Upper Peninsula Animal Welfare Shelter, Inc.
Profit & Loss Prev Year Comparison**

January through May 2019

	Jan - May 19	Jan - May 18	\$ Change	% Change
4400 - RESTRICTED REVENUE				
7300 - New Shelter				
4219 - New Shelter Revenue	2,500.00	82,963.27	-80,463.27	-97.0%
6536 - New Shelter Expense	-1,535.83	-2,277.88	742.05	32.6%
Total 7300 - New Shelter	964.17	80,685.39	-79,721.22	-98.6%
7400 - SALLY'S FUND				
4218 - Sally's Fund Revenue	0.00	55.00	-55.00	-100.0%
6518 - Sally's Fund Expense	-100.00	-100.00	0.00	0.0%
Total 7400 - SALLY'S FUND	-100.00	-45.00	-55.00	-122.2%
Total 4400 - RESTRICTED REVENUE	864.17	80,640.39	-79,776.22	-98.9%
Total Other Income	65,043.68	85,522.73	-20,479.05	-24.0%
Net Other Income	65,043.68	85,522.73	-20,479.05	-24.0%
Net Income	109,052.24	76,868.75	32,183.49	41.9%

Shelter Operations Board Report - June 24, 2019

****As always, you are encouraged to reach out to me or anybody submitting information for this report in advance if you would like clarification that doesn't require review by the full board.****

Executive Director - Kori Tossava

Snapshot: Work continues on drafting the bookkeeping procedures document. Payroll has been submitted successfully and month-end liabilities took a little extra time as it required creating new account access for Thrivent (retirement), but AFLAC, and Federal Tax Deposits were completed without issue. Quarterly liabilities will be more difficult but Makela, Toutant, Nardi, Hill and Katona currently have the QuickBooks back-up and we expect them to complete the next payroll, the semi-weekly and monthly liabilities, and have time to review for the quarterly liabilities. Bills and check requests continue to be vouchered on Tuesdays, with them being reviewed, approved, signed, and submitted by the end of the week. Deposits are entered weekly. Paypal seems to be the most cumbersome as it requires printing the paypal transactions and cross-referencing with the website forms to gather all the information. Hopefully a new CRM will be able to streamline this. The balance of bookkeeping vs. ED duties is being assessed as it takes time to familiarize the previous process and implement process improvements. It will continue to be a balancing act among administrative and fundraising duties, and assessed monthly.

Updates on the staffing include the process to hire a new shelter manager, working with Ryan on the priorities and processes of the shelter manager, and his recommendations for the future.

Legacy Fundraising-

Raised to date - \$109,537 net (Legacy Spreadsheet Attached Separately).

Business Membership- There was \$1,000 gift sent from a business in Negaunee- it was specified for the new shelter but not as a business membership. It is currently listed under Legacy, but I have contacted them to see if that meant for it to be a Business Member Guardian Level. As I begin the municipal and service club talking tour, I will include Business Member Brochures with the Annual Report as handouts.

Tribute/Memorial Brick- Working with Amber on what the garden and pavers will look like and their cost. Once we have them confirmed, we will continue to advertise leading up to the Grand Opening, as well as reach out to those who have already purchased for what they would like to see theirs look like.

Grants Update - (Grant Spreadsheet Attached)

- Red Rover Grant - Sasawin Safe Haven collaboration. Sasawin ended up not submitting the grant as it could not be used for items that were already paid for and we are not prepared to 'expand' at this time.

Public Relations -

- Mining Journal Weekly Superior Pets
- Sunny Morning Show - Update from UPAWS
- Webinar - How to Engage and Activate Your Nonprofit Board, Transforming your Board into a Fundraising Force.

Donor Database:

- I have begun to assess the data in Basic Funder by looking into the Fundraising Overview and Donor Movement report in an effort to establish a baseline. Unfortunately, because we have had multiple people entering in data in different ways over the last few years, it has been difficult to establish a baseline and trend. I have attached the two reports separately as an FYI of the data, but it will take a much deeper dive to establish what we want as a baseline to grow and how we measure it. If we can measure it, we can grow it- but the process for consistent data collection is necessary.
- Attend Donor Development Committee Meetings and currently attending demo worksessions (THANK YOU Leslie and Chris for all your help) to identify systems that will fill our needs and integrate with our other systems.

Misc -

- Michigan Pet Fund Alliance Shelter Training and Assessment Program - Certified Canine Handler
- An lead donor for the capital campaign stopped by and hadn't seen the place since we were under construction. I gave her a tour and she was very impressed.
- UPAWS Annual Meeting
- Grounds and Facilities Meeting- review and discuss memorial garden, dog park, 4th of July Parades.
- Personnel Committee Meeting- review and discuss goals

On the calendar-

- Michigan Humane Society- Animal Welfare Conference for Law Enforcement and Shelter staff. Rescheduled- August 21 & 22

Administrative:

Financial:

- Development of financial protocols document
- Remitted payments for invoices due. Weekly
- Submitted payroll for employees, one required paper checks and the other was able to be direct deposited. Bi weekly
- Submitted payroll liabilities including Federal Tax Deposit - Form 941 (bi-weekly), AFLAC (monthly). Thrivent Mutual Funds Michigan Unemployment Insurance and Sales Tax are submitted monthly.
- Execute invoices for services rendered. Weekly.

Vendor Services:

- Updated account contact information for accounts as needed.

Community:

- Assisted in Annual Report editing post board meeting, finalizing, and printing.

Plan for New Shelter Manager:

- May 28-31: Meet with Ryan to discuss essential duties of shelter manager, priorities for new hire, and timeline for transition.
- June 3-14: Advertise posting for shelter manager. Advertised on upaws.org, Indeed, Pure Michigan Talent Connect, and the Michigan Pet Fund Alliance.
- June 17-21: Identify top applicants and contact for interviews.
- June 24-27: Schedule interviews for applicants. Offer extended by June 28 - UPDATED, First week of July to allow for Personnel Committee to make recommendation to board.

June & July: work with Ryan on coordinating new personnel, establishing process improvements of daily/weekly/monthly duties, transition and on-boarding protocols for to set-up new shelter manager for success. Updates to board will be ongoing as the timeline progresses and/or changes.

Shelter Manager - Ryan Poupore

Snapshot: The team at UPAWS continues to work hard in maintaining quality care for the animals, even though we seem to have more and more dogs coming through our doors- which requires extra cleaning and walking. While staffing is at a stronger level, there continue to be issues with the amount of time it takes to clean the building, the efficiency of cleaning, and the excess number of dogs in our care at any given time. As such, a formal recommendation is being made for review to the board of directors (however, it is meant to go to personnel committee feel free to remove it from the drive and add it to a committee task).

YTD Comparison with 5/31/2018:

Intake- From the same time last year we have had 58 fewer owner surrenders, 31 more strays, 18 more seized/custody animals. Our transfers and returns are 1 more that last year at his time.

Outcome- Our adoptions have increased by 10 (even with being closed two weeks and two days!), 1 less return to owner, and 51 fewer transfers out (note- in 2018 these were mostly to species/critter specific rescues).

Animals

Transfers in: 6/16/19- 5 Dogs- Halfway Home Rescue.

Transfers out: None

Total adoptions since January 1st, 2019: 431

Other Animal-Related Happenings:

- The transfer from Halfway Home was recommended by the Vet Assistant as the dogs were on the immediate Euthanasia list. It was discussed among supervisors and staff and agreement was made that we would reach out to help. It's worth noting, in the delay between the 'tagging' and arrival, there was no kennel space available but the UPAWS team did an amazing job finding them space at the shelter and adopting them out.

- Kitten season has arrived in force. We have been utilizing as many fosters as possible, but have had an influx of dozens of them. This trend will most likely continue and will reduce the need to transfer in cats in the near future.

- We have used the services of Dr. Susan Kapla in reference to conducting behavior tests. She witnessed how we currently evaluate dogs, and made suggestions that should be implemented in the future. I will work with Kori to implement as many of these as possible before my departure.

Maintenance

-We have received the needed cleaning solution for the floor scrubber. Over the next week I will be training staff on its operation and determining when and where it should be used.

-906 Technologies has fixed the key fob and security camera issue. All systems are now operational.

-After switching out the air filters for our air handling units, I discovered quite a bit of pollen had built up. In the future, I would recommend switching out the filters twice a month during the spring.

Other

-I have come to an agreement with Walmart to pick-up donations every Wednesday. This makes scheduling much easier and will allow future shelter managers the ability to collect needed supplies on one set day of the week.

- We lost power recently and all of the doors locked, requiring a master key to enter any strike area. Many of our staff do not have master keys and I believe we originally planned to have battery back-ups on all the swipes in case that happened but they did not seem to be working. This may be something we want to look at to see if they were installed and/or what we can do in the future. Also, because our phone system and cell phones run off of the internet, we had no calling access to check on issues or estimated time of repair so I had to drive down to the crossroads to make the call. This should be noted in the emergency preparedness plan.

Stats

-May, 2019 stats completed and sent to Kori. ASC Data Matrix information has been submitted for May, 2019.

Community Outreach & Volunteer Coordinator - Ann Brownell

Snapshot: The online powerpoint presentation and training for foster homes went very well, particularly with our unexpected kitten season. A similar version is being created general volunteering to allow volunteers to understand what to expect before undergoing the on-site orientation.

1. Met with Policy and Bylaw Committee about Volunteer Social Media information for Handbook.
2. I received an email from someone I know to offer their services for free to do bookkeeping for us. This is a wonderful opportunity! Kori will upload her resume and her email to the Google Drive for you to read. I like to answer her as soon as possible please. Thanks!
3. Volunteer Handbook being updated again.
4. Foster program going smoothly and the new format works well.
5. Volunteer Program Orientation Video – nearly complete. The process will be like the foster program plan.
6. We have several new volunteers (in-shelter and foster) which are very helpful.
7. Starting the Summer Pet Gazette issue – Goal to be in homes is August.
8. Helped caregivers and staff when needed.
9. Pet Promotion: June Adopt a Cat Month. \$25 cats (1 – 6 years) Free Cats (7 years on up) Did media advertising.
10. Website, social media, regular media, outreach, promote pets, events – updated/maintained.

Veterinary Assistant- Kaitlyn Keto

Snapshot: Having this position on site has continued to relieve supervisors from a number of duties, including the exams and vet runs. Petpoint is being updated regularly, even without a computer, phone, or desk :). We are still in the process of developing the protocols and how what information

we can track and measure, and Kaitlyn has been doing a great job of identifying additional equipment we may want to look into to provide more diagnostics on site.

- Kitten season is in full blast, with 75 kittens currently in UPAWS care. It's been a very busy time with checking in, vaccinating, and deworming all of the kittens! All kittens have been able to find a foster family to care for them.
- Surgeries with all of the vet clinics have been booking out 2-3 weeks which has been a big issue with dogs and cats and their time of stay after being adopted. We have been intaking animals like crazy but they're unable to leave due to not being spayed/neutered yet and having to wait for their appointment, which in turn binds up kennel space- most specifically in the dog kennel. We have a dog that was adopted on 6/15/19 and cannot go home until 7/8/19 due to his surgery being scheduled out until the 8th. I am unsure of where finance and the building planning in general is, but I believe equipping and coming up with a plan for on-site surgeries is of importance.
- We have a heartworm positive dog that is a return from the bear dog group surrendered from Manistique last fall. We had worked out a deal with Dr. Wilcox for treatment where we ordered all of the medications and injections. This has saved us ~\$200 in just medication costs alone. Now that she's back in our custody and not her adopters, we are transferring her case to Dr. Brauer to lighten the very busy Dr. Wilcox's work load. Dr. Brauer will use the meds we have already ordered and donate the office visit time to give the injections.
- Dr. Brauer will be Volunteer Vet for the month of June and will be at UPAWS Wednesday, June 26th.

2019 Legacy Budget

LEGACY FUNDRAISING	Date	Budgeted Income	Budgeted Expense	Budgeted Net
Major Donors	Ongoing	\$ 81,839.00	\$ 11,662.50	\$ 70,176.50
Individual Giving	Ongoing	\$ 47,500.00	\$ 11,662.50	\$ 35,837.50
TOTAL		<u>\$ 129,339.00</u>	<u>\$ 23,325.00</u>	<u>\$ 106,014.00</u>

MISC. FUNDRAISERS	Date	Budgeted Income	Budgeted Expense	Budgeted Net
Rescue Raffle	July-December	\$ 7,500.00	\$ 2,500.00	\$ 5,000.00
Rainbow Bridge Memorial Walk	May	\$ 7,500.00	\$ 2,500.00	\$ 5,000.00
TOTAL		<u>\$ 15,000.00</u>	<u>\$ 5,000.00</u>	<u>\$ 10,000.00</u>

2019 OTHER BUDGET ACCOUNTS		Income	Expense	Net
Memorial/Tribute Bricks	Ongoing	\$ 15,000.00	\$ 3,300.00	\$ 11,700.00
Grants	Ongoing	\$ 50,000.00	\$ 12,500.00	\$ 37,500.00
Business Members	Jan - Apr	\$ 5,000.00	\$ 1,000.00	\$ 4,000.00
TOTAL		<u>\$ 70,000.00</u>	<u>\$ 16,800.00</u>	<u>\$ 53,200.00</u>

MISCELLANEOUS LEGACY EXPENSES			Expense	Used
TOTAL Misc.			<u>\$ -</u>	<u>\$ -</u>

2019 Actual (5.31.2019)

LEGACY FUNDRAISING	<u>Date</u>	<u>Rev.</u>	<u>Exp.</u>	<u>Net Rev.</u>
Major Donors	Ongoing	\$ 99,050.00	\$ 388.99	\$ 98,661.01
Individual Giving	Ongoing	\$ 2,870.00		\$ 2,870.00
TOTAL		<u>\$ 101,920.00</u>	<u>\$ 388.99</u>	<u>\$ 101,531.01</u>

MISC Fundraisers	<u>Date</u>	<u>Rev.</u>	<u>Exp.</u>	<u>Net Rev.</u>
Rescue Raffle. (Dog Park Committee)	July-Dec			
Rainbow Bridge Memorial Walk	May			
TOTAL		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

2019 OTHER BUDGET ACCOUNTS			Exp.	Net Rev.
Memorial/Tribute Bricks	Ongoing	\$ 807.00	\$ 19.90	\$ 787.10
Grants**	Ongoing	\$5,000.00	\$ 99.00	\$ 4,901.00
Business Members	Jan-Apr	\$2,350.00	\$ 31.85	\$ 2,318.15
TOTAL		\$ 8,157.00	\$ 150.75	\$ 8,006.25

Actual Net	Total	\$ 110,077.00	\$ 539.74	\$ 109,537.26
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Budget Net	Total	\$ 214,339.00	\$ 45,125.00	\$ 169,214.00
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**Deviation from P& L because these are Legacy or New Shelter grants ONLY- not general grants.

Upper Peninsula Animal Welfare Shelter
Fundraising Overview

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Calendar Year	2015	2016	2017	2018
New Donors (First Gift this Year)				
Number Aquired this Year	1,392	1,209	1,192	931
Number of Gifts	1,592	1,366	1,311	1,031
Value of Gifts	\$131,759	\$91,045	\$183,500	\$96,533
Average Number of Gifts per Donor	1.1	1.1	1.1	1.1
Average Gift Size	\$83	\$67	\$140	\$94
Annual Giving Per Donor	\$95	\$75	\$154	\$104

Second Year New Donors (New Donor Last Year)				
Number at the Beginning of the Year	1,504	1,392	1,209	1,192
Number Renewing this Year	274	201	175	137
Percent Renewing this Year	18.2%	14.4%	14.5%	11.5%
Number of Gifts	407	358	265	189
Value of Gifts	\$33,277	\$18,347	\$24,368	\$54,839
Average Number of Gifts per Donor	1.5	1.8	1.5	1.4
Average Gift Size	\$82	\$51	\$92	\$290
Annual Giving Per Donor	\$121	\$91	\$139	\$400

Multi-Year Donors (Gave Last 2+ Years)				
Number at the Beginning of the Year	1,257	1,235	1,116	1,026
Number Renewing this Year	882	814	714	609
Percent Renewing this Year	70.2%	65.9%	64.0%	59.4%
Number of Gifts	2,444	2,264	2,305	1,987
Value of Gifts	\$1,320,434	\$254,323	\$385,038	\$273,462
Average Number of Gifts per Donor	2.8	2.8	3.2	3.3
Average Gift Size	\$540	\$112	\$167	\$138
Annual Giving Per Donor	\$1,497	\$312	\$539	\$449

Lapsed Donors (No Gift Last Year, Given Previously)				
Number at the Beginning of the Year	1,397	1,686	1,803	1,664
Number Renewing this Year	223	248	243	170
Percent Renewing this Year	16.0%	14.7%	13.5%	10.2%
Number of Gifts	285	346	316	234
Value of Gifts	\$21,067	\$24,836	\$37,565	\$20,261
Average Number of Gifts per Donor	1.3	1.4	1.3	1.4
Average Gift Size	\$74	\$72	\$119	\$87
Annual Giving Per Donor	\$94	\$100	\$155	\$119

Second Year Reactivated Donors (Lapsed Donors, Reactivated Last Year)				
Number at the Beginning of the Year	160	223	248	243
Number Renewing this Year	79	81	109	62
Percent Renewing this Year	49.4%	36.3%	44.0%	25.5%
Number of Gifts	129	122	170	92
Value of Gifts	\$7,625	\$6,514	\$14,772	\$20,311
Average Number of Gifts per Donor	1.6	1.5	1.6	1.5
Average Gift Size	\$59	\$53	\$87	\$221
Annual Giving Per Donor	\$97	\$80	\$136	\$328

All Donors (Totals)				
Number Giving this Year	2,919	2,690	2,624	2,123
Number of Gifts	4,945	4,621	4,607	3,804
Value of Gifts	\$1,525,717	\$420,218	\$685,362	\$201,651,951
Average Number of Gifts per Donor	1.7	1.7	1.8	1.8
Average Gift Size	\$309	\$91	\$149	\$53,011
Annual Giving Per Donor	\$523	\$156	\$261	\$94,984

Upper Peninsula Animal Welfare Shelter

Calendar Year

Donor Movement

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Movement Status	Donor Count	% All	% Move	Donation Amount 2017		Donation Amount 2018		Change
Increase	295	7.6 %	11.2 %	\$137,501.33	20.1 %	\$209,249.67	0.1 %	\$71,748.34
Same	196	5.0 %	7.5 %	\$33,140.00	4.8 %	\$33,140.00	0.0 %	\$0.00
Decrease	360	9.2 %	13.7 %	\$256,920.22	37.5 %	\$115,280.69	0.1 %	(\$141,639.53)
Lapse	1,773	45.5 %	67.6 %	\$257,800.16	37.6 %	\$0.00		(\$257,800.16)
New	931	23.9 %		\$0.00		\$96,532.96	0.0 %	\$96,532.96
Returning	341	8.8 %		\$0.00		\$201,197,747.58	99.8 %	\$201,197,747.58
Total Count	3,896			\$685,361.71		\$201,651,950.90		\$200,966,589.19
2018	2,123							29322.70 %
2017	2,624							
Change	(501)	(19.09 %)						
Retention	851	32.43 %						

Upper Peninsula Animal Welfare Shelter
Donor Count By Month

Donor Count	Month												
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
161												1	1
1015	1												1
1710									1				1
2001											1		1
2010												1	1
2012			1		7	215	432	338	225	465	433	427	2,543
2013	232	227	302	260	254	330	490	352	384	514	443	508	4,296
2014	354	263	489	383	375	261	612	355	238	481	345	599	4,755
2015	250	257	419	402	465	288	301	347	334	502	503	570	4,638
2016	363	322	284	437	395	298	311	281	349	202	266	803	4,311
2017	339	234	373	357	347	287	398	278	357	337	365	593	4,265
2018	401	166	265	267	294	285	319	284	242	234	314	418	3,489
2019	242	175	256	24	1								698

Date	Name	Project	Requested	Granted	Product	Req. by	A/D	Funds Rec'd
Jan-19	Maddie's Fund Innovation	Treatment Center Equip	\$ 3,900	\$ -		Kori Tossava		
Feb-18								
19-Mar	Community Foundation of Mqt County	RUFUS Program/COV Salary	\$ 2,000	\$ -		Kori Tossava	D	
	Petfinder Cat Enrichment	Cat Kuranda Towers	\$ 963	\$ 963		Ann Brownell	A	Mar-19
Apr-19	Laura J. Niles Foundation	Treatment Center Equipment	\$ 5,000			Kori Tossava		
	Pedigree Foundation	Real Life Room Furn/Trail Imp/CG Salary	\$ 10,000			Kori Tossava		
May-19								

Board Development Committee Meeting Minutes

June 18, 2019

6:30 p.m., Peter White Public Library, Lions Room

Present: Bob Stephenson (Chair), Crystal Swanson, Reva Laituri, Lynn Andronis and Kathy Fosburg

Excused: Scott Jandron, Linda Roncaglione

- 1) Call to Order:** Meeting was called to order at 6:30 pm.
- 2) Agenda:** Board applicant Austin Loehr; Voting procedures for July Board meeting; Open Board seats in July; Board members seeking new Board terms.
- 3) Discussion:**

The Committee will notify the Board at the June Board meeting of its intention to re-recommend Austin Loehr for a Board seat at the July 22 Board organizational meeting.

The Committee was reminded that Kathy Leone has declined to seek a new Board term. Reva Laituri, Amber Talo and Alex Petrin have declared their intention to seek new terms expressed in response to a May 15 email from the Development Committee Chair. Karen Duquette (current term ends 2020) and Bob Stephenson (current term ends 2021) are both resigning in June.

The Committee will recommend that the voting for those Board members seeking a new three year term take place at the end of the 22nd meeting followed by the vote for applicant, Austin Loehr.

The Committee will ask that Reva and Amber submit a new Board Member application as a means of updating information originally submitted three years ago. Alex, whose application is less than 7 months old, will be asked to re-address, in writing, his interest and his vision of his role in terms of time, responsibilities and committee involvement, having had short Board experience to date.

- 4) Action Items:** Bob will contact each applicant regarding the above decisions.

Next Committee meeting, normally scheduled, would be for 6:30pm on Tuesday, July 9 2019.

Meeting adjourned at 7:20 PM

Minutes submitted by: Bob Stephenson

FINANCE COMMITTEE MINUTES

May 23, 2019, 4:30 p.m.

UPAWS Community Room

Present: Bob Stephenson, Kathy Leone, Christian Verardi

Excused: Steve Embree

1. Call to Order: The meeting was called to order at 4:30 pm.
2. Agenda:
 - a. Review last full report of the Capital Campaign revenue and Construction expenses
 - b. Review and discuss budget for all final projects associated with construction and outfitting of new shelter and a request for a new van for the shelter.
 - c. Discuss establishing a reserve for mortgage payments. P & I payments commence July 26th at \$5,331.69 per month.
 - d. Review May Financial Statements
 - e. Review Personnel Recommendation for Staff Bonuses
 - f. Review Personnel Committee Recommendation to fund a PT Bookkeeper Position. Contract out at \$15 per hour, \$15,600 per year (\$6,500 for period Aug - Dec 2019). Requires budget amendment.

Discussion:

Full Capital Campaign Report: Kathy is working on finding information and updating the report from the last update completed by Joan Mulder dated 1/31/19.

Final Projects Budget: Committee reviewed a draft budget to complete all projects for the new shelter. Committee agreed a reserve should be established for a minimum of 6 months of loan payments with a goal of 12 months until there is a level of confidence in the operating budget of the new shelter.

Staff are requesting a new van for shelter operations. \$1,000 was recently invested in the current van and more problems need to be addressed. Discussed funds in general savings. Christian recommended staff work research vehicles and evaluate best options including low interest financing. Options to be presented to the Committee with further recommendation to the Board.

May Financial Statements: Committee noted total income is on budget year to date mainly due to Legacy income, while operating expenses are under budget due in part to lower payroll, vet care and utility expenses year to date. Expect vet care to be higher in June as UPAWS has received a 10 month bill from a local veterinary clinic for \$6k. Utilities are lower than budgeted year to date, however cooling costs for summer months will be watched. Staffing levels were lower in the first quarter but have returned to normal with pending requests to add new staff.

Staff Bonuses:- Kathy updated Finance Committee on the change made by the Personnel Committee regarding the recommendation for a first quarter bonus for staff.

Personnel Committee request to budget for a PT. Bookkeeping Position - Budget Amendment: Committee reviewed the 2019 Budget and discussed areas to increase and decrease to add \$6,500 to expenses (contracted wages for the period August through December 2019). It was determined that the committee was not comfortable with any decrease in current budgeted expenses without consulting management for input. Donations to date are \$15,717 ahead of budget. To balance the additional expense of \$6,500, the Committee suggests an increase to donations in the amount of \$6,500.

Meeting adjourned at 5:45 pm.

Minutes submitted by: Kathy Leone

Next Meeting: July 17, 2019 at 4:30 pm at UPAWS.

POLICY & BYLAWS COMMITTEE

Chaired by: Colleen Whitehead

Date: June 13th, 2019 10:00 am -12:00 pm at the Crossroads in Marquette

Members Present: Colleen Whitehead, Reva Laituri, Linda Roncaglione, Lynn Andronis and Ann Brownell

Discussion:

- Review and discussion of draft Social Media guidelines and review of Volunteer manual social media language.
- Intent is to create separate policies that outline guidelines for social media but are consistent for all entities involved – Board members, employees and for insertion in the volunteer manual.
- Committee also reviewed Bylaws language for identified areas of inconsistency for Board voting processes.

Assignments:

- Colleen to revise draft Social Media language and create three versions – Board, Employees and Volunteers.
- Colleen to draft Report and Recommendation for changes to Bylaws language; including highlighted version of the Bylaws for reference.
- Individual Committee members will continue working on assigned policy areas being developed.

Next Meeting:

- June 20th, 2019 at 10:00 a.m. at Crossroads in Marquette; monthly meeting is usually the 3rd Thursday of each month.

POLICY & BYLAWS COMMITTEE

Chaired by: Colleen Whitehead

Date: June 20th, 2019 10:00 am -12:00 pm at the Crossroads in Marquette

Members Present: Colleen Whitehead, Reva Laituri, Linda Roncaglione and Lynn Andronis

Discussion:

- Continued review and discussion of draft Social Media guidelines and discussion of Board specific formatted version.
- Discussion of list of pending policies and procedures to be developed and prioritize tasks of Committee members.

Assignments:

- Colleen to revise draft Social Media language for Board Policy and provide a Report & Recommendation for June 24th Board meeting.
- Each Committee member assigned a Board Officer position to create a draft "position description" document outlining Officer's responsibilities.
- Colleen to revise draft "Board Actions" policy for presentation and approval at the July Board meeting.
- Individual Committee members will continue working on assigned policy areas being developed.

Next Meeting:

- July 18th, 2019 at 10:00 a.m. at Crossroads in Marquette; monthly meeting is usually the 3rd Thursday of each month.

DONOR DEVELOPMENT COMMITTEE MEETING

June 5, 2019

5:40 p.m.

Community Room, UPAWS Shelter

Present: Reva Laituri, Leslie Hurst, Chris Danik, Karen Rhodes, Kori Tossava

Absent: Lynn Andronis (arrived at 6:00 p.m.)

Since the April 17th meeting, Chris and Leslie further reviewed the pared down list of databases provided by Reva. In addition to priorities provided, Chris did a snapshot review of their findings on all of those on the list and recommended the committee take an in-depth look (demo) of at the following four: Bloomerang, Kindful, Little Green Light, and Neon. Also added to the list were Network for Good and Fundly. The latter two are more costly, but at minimum, might serve as good comparisons in evaluating the others.

Chris will contact the various vendors to set up a demo. If an appropriate time with the vendor, the first demo will be held on Thursday, June 13th at 4:30 p.m. at NMU. An attempt will be made to hold subsequent demos on consecutive Thursdays, same time and place until all have been viewed. If the first one goes smoothly, it is possible that two can be held at each meeting. Chris will get back to the committee to confirm the demo date and time, or if necessary offer alternative dates.

Also, briefly discussed was consideration of POS (point of sale) and Word Press (website) integration.

The meeting was adjourned at 7:05 p.m.

Respectfully submitted,

Reva Laituri

Chairperson