

UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Monday, January 24, 2022 / 6 p.m. / Zoom/ 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. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
 - a. December 27, 2021 Regular Meeting
 - b. December 27, 2021 Closed Session
 - c. January 12, 2022 Special Meeting
6. Unfinished Business
 - a. Status of Paws Park Committee
7. New Business
 - a. Report and Recommendation from the E.D. re: Wage Scale Amendment
 - b. Report and Recommendation from the E.D. re: Highway Sign
 - c. Resignation from Alex Petrin
8. Communications
9. President's Report
10. Treasurer's Report
11. Shelter Operations Report(s)
 - a. Report from the Executive Director
 - b. Volunteer/Community Outreach Report
 - c. Stats
12. Committee Reports
 - a. Board Development Committee Report (Colleen) – written

- b. Finance Committee Report (Chris) – did not meet
- c. Fundraising Committee Report (Leslie) – written
- d. Paws Park Committee (Amber) – did not meet
- e. Strategic Planning Committee Report (Brian) – did not meet
- f. Personnel Committee Report (Reva) – written
- g. Policy / Bylaw Committee Report (Alex) – did not meet
- h. Donor Development (Ad Hoc) (Leslie) – written

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: February 28, 2022, 6 p.m., at the Shelter

**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING MINUTES
December 27, 2021**

PRESENT: Lynn Andronis, Chris Danik, Brian Hummel, Leslie Hurst, Reva Laituri, Colleen Whitehead

ABSENT: Amber Talo (excused), Alex Petrin (unexcused)

STAFF: Bill Brutto, E.D.

1. Call to Order/Attendance: Meeting was called to order at 6:00 p.m.
2. Approval of Agenda: *Motion was made by Chris, seconded by Colleen, to approve the Agenda as amended to add "10. a. October Reports", "10.b. November Reports" and "11.d. Closed Session". Motion passed with unanimous consent.*
3. Mission Moment: Bill received a call on Christmas Eve from a shelter in Detroit, letting him know that they were going to euthanize close to 60 dogs due to space issues unless they found other shelters to accept transfers of the dogs. Bill agreed to receive a transfer of 7 dogs (who came yesterday). Shelter personnel drove all the way from Detroit. Colleen mentioned a case of over 500 parakeets that were seized from a hoarder in downstate Michigan; they are currently housed at DAWG. Bill will investigate.
4. Public Comment: None
5. Approval of Minutes:
 - a. November 22, 2021 Regular Meeting - *Motion was made by Colleen, seconded by Chris, to approve the Minutes as amended to add in the first sentence under "#8. Communications" Mona's last name, "Mager". Motion passed with unanimous consent.*
6. Unfinished Business:
 - a. ED 2022 Goals Review and Discussion – Colleen agreed that Bill's goal of becoming a Certified Animal Welfare Administrator was a good personal goal. After a discussion of all the goals listed, Bill agreed to provide the Board a status update of his 2022 Goals on a quarterly basis.
 - b. Update from Policy/Bylaw Committee Re: Status of Paws Park as a Standing Committee – Discussion of this issue was tabled until next month.
7. New Business:
 - a. Report and Recommendation from the Personnel Committee, re: Vision/Dental Insurance – This recommendation is to basically update our Personnel Policies to reflect board decisions over the past month. Bill is responsible for making the physical changes to the policies. Colleen pointed out to Bill to make sure that the words "Amended" is included in the updated policy. *Motion was made by Lynn, seconded by Leslie, to approve the recommendation to amend "Article III, section 3. Insurance" of the Personnel Policies to provide dental and vision insurance for full time employees, to clean up wording in that section and to delete Section 19, QSEHRA. Motion passed with unanimous consent.*
 - b. Recommendation from the Finance Committee, re: 2022 Budget – Colleen raised a few questions/corrections in the 2022 Budget presented. In the 2021 Budget, under Direct Public Support, account #4132 Debs Dog Revenue was folded into Direct Public Support, but

it was listed in the 2022 Budget as a separate account (#4132); Chris will remove “#4132 Debs Dog Revenue” as a line item; also, change the title/name of #5247 from “QSEHRA” to “Dental Vision”, put \$7,500 in that account and put the balance of \$19,500 into a new account titled “Employee Benefits”. Chris will make changes. Colleen asked where the operational funds for the Vet Clinic are listed. Even though Bill can independently track both services (in house and at vet clinics), the cost of operating the vet clinic needs to be anticipated and, if necessary, increased. It was agreed that we will be able to re-assess again at our quarterly budget review. Colleen asked where Employee Training is budgeted; #6530 will be changed to “Conference/Training” and increased to \$4000. The spelling for #4227 (Distribution from Dixon Estate) needs to be corrected. Chris brought up the issue of including bequests in budget; currently budgeted at \$50,000. Consensus is to leave it as it is. *Motion was made by Colleen, seconded by Lynn, to approve the 2022 Budget as amended. Motion passed with unanimous consent.*

8. Communications: None

9. President’s Report: No written report submitted.

10. Treasurer’s Reports:

- a. October Reports – *Motion was made by Colleen, seconded by Lynn, to approve the reports as presented. Motion passed with unanimous consent.*
- b. November Reports – *Motion was made by Colleen, seconded by Brian, to approve the reports as presented. Motion passed with unanimous consent.*
- c. Christ noted that YTD Expenses for November is \$120,000 under budget.

11. Shelter Operations Report(s):

- a. Report from the Executive Director – Colleen asked where the attachment regarding signs was. Bill explained that it was part of his weekly report but will send to board members. Colleen asked if a sign needs to go through Sands Township Planning Committee. It was pointed out that the cost of sign is not included in 2022 budget. It could be a potential for a donation/naming opportunity. Regarding liability insurance update, per Bill, it looks like we will be going with X Insurance (approximate rate of \$2000/month), at least as a short-term solution as they provide insurance for shelters that are having difficulty getting insurance. In addition, the increased rate for liability insurance was not budgeted although there is some money in the 2022 Budget under the line item, insurance. The board acknowledged that fact and agreed that we can review at quarterly and make any adjustments, if necessary. *Motion was made by Lynn, seconded by Brian, to authorize Bill to move forward with obtaining liability from X Insurance. Motion passed with unanimous consent.*
- b. Volunteer/Community Outreach Report – There was some discussion surrounding retail sales at the Lights of Love booth.
- c. Stats - Attached.
- d. Closed Session - To discuss Bill’s 4th Quarter Development Report
 - i. *Motion was made by Lynn, seconded by Colleen, to move into closed session. Motion passed with unanimous consent. Closed session began at 7:06 p.m.*
 - ii. *Motion was made by Colleen, seconded by Lynn, to move out of closed session. Motion passed with unanimous consent. Closed session ended at 7:33 p.m.*

12. Committee Reports:

- a. Board Development Committee Report – Written report submitted.
- b. Finance Committee Report – Written report submitted.
- c. Fundraising Committee Report – Committee did not meet. Per Leslie, the Holiday store is still open; Amber reported that the lockup at this point has raised \$33,500, but the final report is still incomplete; Leslie is working on Raise The Woof which will occur on 1/14/21.
- d. Paws Park Committee – Committee did not meet.
- e. Strategic Planning Committee Report – Committee did not meet.
- f. Personnel Committee Report – Written report submitted.
- g. Policy / Bylaw Committee Report – Committee did not meet.
- h. Donor Development (Ad Hoc) – Committee did not meet. Per Leslie, there has been a lot of data entry recently; and staff is taking over some of the work within Neon;

13. Public Comment – None

14. Board Comment - Colleen brought up the status of the backup generator which has been discussed for quite a while. She would like to ask the board to delegate the job to Bill. *Motion was made by Leslie, seconded by Colleen, to instruct Bill to move forward on obtaining quotes for a backup generator and to get any prior info from Alex. Motion passed with unanimous consent.* Colleen also asked Brian if we have any update or status about our Emergency Plan. Brian will work with Bill on this issue

15. Adjournment – Motion was made by Lynn, seconded by Colleen, to adjourn the meeting. Motion passed with unanimous consent. Meeting adjourned at 8:02 p.m.

Respectfully submitted,

Countersigned,

Lynn Andronis, Secretary

Reva Laituri, President

Next Board Meeting Date: January 24, 2022, 6 p.m., at the Shelter

UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS
Special Board Meeting Minutes
January 12, 2022

PRESENT: Lynn Andronis, Chris Danik, Leslie Hurst, Reva Laituri, Colleen Whitehead

ABSENT: Brian Hummel (unexcused), Alex Petrin (unexcused), Amber Talo (unexcused)

STAFF: Bill Brutto, E.D.

1. Call to Order/Attendance: Meeting was called to order at 6:05 p.m., with a quorum established.
2. New Business: Report and Recommendation from the Executive Director re: Liability Insurance
– Bill gave an overview of the liability and property insurance quotes he has received as well as a list of companies that have been contacted and the current status of those contacts. His recommendation (per the email from him on Monday, January 10, 2022) is to move forward with Option 1 from Prime Insurance (Evolution Insurance Brokers, LLC) in the amount of \$25,2245.20 per annum for liability insurance (quote attached) and Gauthier Insurance (EMC Insurance) in the amount of \$5,522.00 per annum for property insurance (quote attached). He is proposing Prime for the time being while he continues to investigate different options in the future for liability insurance but at least, from this point forward we will have coverage.
- There followed various questions from board members and discussions.
 - i. Although there is a management plan in effect (including muzzle-use) for any animal deemed “reactive” by staff, Bill will formalize the entire process in our SOPs.
 - ii. Because the liability policy “excludes vet services”, we will need to update our insurance policy prior to the opening of our vet center.
 - iii. Question raised about liability protection risk for foster placement. Bill responded that was not part of previous policies but that any animal in an animal management plan is automatically excluded from being placed in foster care or available for adoption.
 - iv. Bill stressed that several safeguards have been put in place and others, if necessary, will be put in place.
 - v. We are no longer have Board Liability coverage with this liability policy but he will contact Gauthier about obtaining coverage.
 - vi. Colleen pointed out that our current budget is \$11,000 for all insurance so that we will need to make adjustments at our quarterly review in April. Chris indicated that we have sufficient funds in our checking account currently to cover the cost of these annual payments. Bill indicated that all ancillary documents we are required to submit to Prime Insurance are ready to go. If approved, Bill will send the required forms and Chris will make the monetary arrangements.
 - vii. Question regarding “coverage applies to scheduled operations only”. Bill replied that any function we have at the shelter that is “scheduled” would be covered. That would include meetings, etc. even outside of our normal operating hours.
 - viii. It was also pointed out that Prime is not licensed in the State of Michigan and any disputes would be handled by a Utah court of law.
 - ix. Regarding Property Insurance, the coverage for the building itself is \$2,900,000 not “replacement cost”. Replacement cost is listed in the quote as an “optional coverage”. Our intent is to get the policy in place and have Bill investigate the option of “replacement cost” and any additional costs associated with it.

- *Motion made by Colleen, seconded by Lynn, to accept the recommendation from the E.D. to accept the quote and move forward with Option 1 from Prime Insurance (Evolution Insurance Brokers, LLC) in the amount of \$25,2245.20 per annum for liability insurance. Motion passed with unanimous consent.*
 - *Motion made by Chris, seconded by Leslie, to accept the recommendation from the E.D. to accept the quote and move forward with Gauthier Insurance (EMC Insurance) in the amount of \$5,522.00 per annum for property insurance. Motion passed with unanimous consent.*
 - Bill will complete, sign and return any required documents to the insurance companies and Chris will handle financial arrangements for premium payments.
3. Additional Comments: Bill emphasized the importance of continual and ongoing vigilance/diligence on the part of staff. Beginning Monday, he will be re-instating the policy of appointments for potential adopters and an employee will act as a “host” during the appointment time. Appointments will be handled through Sign-up Genius and phone requests with an appointment every 15 minutes during open hours. The appointment requirement would not apply for people wanting to bring in surrendered or stray animals.
4. Adjournment: *Motion made by Lynn, seconded by Chris, to adjourn the meeting. Motion passed with unanimous consent. Meeting adjourned at 7:29 p.m.*

Respectfully submitted,

Counter-Signed

Lynn Andronis, Secretary

Reva Laituri, President

REPORT AND RECOMMENDATION

UPPER PENINSULA ANIMAL WELFARE SHELTER BOARD OF DIRECTORS

January 24th, 2022

RECOMMENDATION:

The Personnel Committee is recommending that the current UPAWS Personnel Policies Appendix H Classification and Rates: Wage Scale for Hourly Employees be amended as follows, effective January 1, 2022.

Job Title	Wage Scale
Animal Caregiver	\$12.00 to \$14.00 per hour
Supervisor	\$15.00 to \$18.00 per hour
Bookkeeper/Administrative Assistant	\$15.00 to \$18.00 per hour
Volunteer/Community Outreach Coordinator	\$15.00 to \$18.00 per hour
Veterinary Technician/Assistant	\$15.00 to \$18.00 per hour
Maintenance/Custodian	\$15.00 to \$18.00 per hour

RATIONALE:

The Executive Director conducted a wage analysis reports on each position, the proposed scale provides each position the low to mid-point for the current local marketplace. Due to the rise of inflation and the national cost of living adjustment (COLA) rising to 5.9% for the 2022 year, I believe these wages are a good representation of the current economy. In the current budget year, we budgeted for a total of \$35,000 dollars to go to employee benefits (health and wage increases). The plan currently is that a little over \$7,000 would go to employee wage increases.

Respectfully submitted,

Bill Brutto

Executive Director, UPAWS

APPENDIX H
CLASSIFICATION AND RATES

WAGE SCALE FOR HOURLY EMPLOYEES

Effective 01/01/2022

Classification	Salary Level
Animal Caregiver	\$12.00 to \$14.00 per hour
Supervisor	\$15.00 to \$18.00 per hour
Bookkeeper/Administrative Assistant	\$15.00 to \$18.00 per hour
Volunteer/Community Outreach Coordinator	\$15.00 to \$18.00 per hour
Veterinary Technician/Assistant	\$15.00 to \$18.00 per hour
Maintenance / Custodian	\$15.00 to \$18.00 per hour

- Annual bonuses, when applicable, will be at the discretion of the Executive Director, upon Board approval of funding allocation.
- Employees may be eligible for wage increases upon recommendation of the Executive Director and concurrence by the Personnel and Finance Committees for approval by the Board of Directors.

REPORT AND RECOMMENDATION
TO THE UPPER PENINSULA ANIMAL WELFARE SHELTER BOARD
January 24th, 2022

RECOMMENDATION:

The Executive Director of UPAWS recommends that the shelter goes with the bid from Cooks Signs for \$17,812.00 for the new marquee at the entrance of UPAWS. The Executive Director also recommends that the bid and installation only happen if the UPAWS budget has a surplus at the five month marker (June).

RATIONALE:

Even though Cooks Signs is the most expensive, they had great customer service, communicated well and in a timely fashion, and were willing to obtain the following permits on our behalf - obtaining an inspection for local sign permit, footing permit, and electrical sign permit. The other companies took a long time to respond and were not as detailed as Cooks in their bid. The other companies did communicate that they would not go through the legal and permit process for us. The one cost that is not in any of the bids is the electrical for the sign. We are currently obtaining a bid from J.P. Electric.

Respectfully submitted,

Bill Brutto

Executive Director, UPAWS



105 N. Garfield St. Marquette, Mi. 49855
(906) 228-8690 Fax (906) 228-8691

company **UPAWS**
contact **Corey Hollowell**
office **(906) 475-6661** Ext 109
address **815 S. M-553, Gwinn**

Job Name **Upaws highway sign**
Install Location **815 S. M-553, Gwinn**
Date **11/30/2021**
Due Date
PO#
Sales Person **Janet**
Tax Exempt **no**

INVOICE EMAIL chollowell@upaws.org

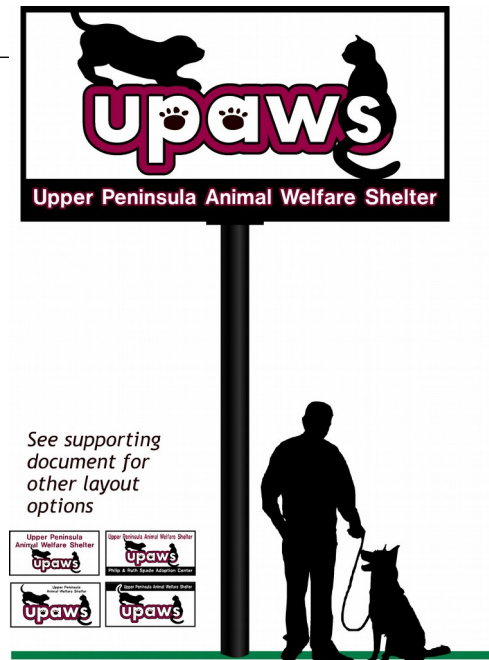
Cook Sign is pleased to quote on the following:

1) Double-sided 5'h x 10' long lighted sign:

- * internal LED illumination
- * 10ft from grade to bottom of sign
- * Single-pole mount/matching plate/direct bury
- * Concrete footing/electrical conduit
- * Wiring stubbed out within 6ft of sign
- * Quote includes obtainment, permit fee, and inspection for local sign permit, footing permit, and electrical sign permit

**** Quote does not include primary wiring to the sign**

**** Quote does not include final electrical hook up by licensed electrician.**



Materials & Taxed Production: \$10,570.46

Installation: \$6,607.39

Sales Tax: \$634.23

Job Total: \$17,812.07

**** Our workers are covered under workmen compensation insurance. Proof of insurance will be supplied upon request**

Customer is responsible for finding location on site for dirt removed as a result of digging hole for pole sign or accepts charges for time & materials to move to another site. Cook Sign Service is not responsible for damage to lawn in order to gain access to sign site.

This price is good for 30 days. (We accept Visa and MasterCard). Initial investment 65%. Balance on completion.

All items listed in this proposal remain the property of Cook Sign Service Inc. Until paid in full. You agree that this agreement will be governed by the laws of Michigan and your consent to the exclusive jurisdiction and venue of courts Mi. in Marquette County, Mi in all disputes arising out of or relating to this agreement. Acceptance of agreement: the above investment, specifications and conditions are satisfactory & are hereby accepted. Any deviation from the above specifications involving extras will only be executed upon written order, and will become an additional investment. This agreement is contingent upon accidents or delays beyond our control.

Customer Approval: _____ **Date:** _____



Signs Unlimited II
1401 S. Front St
Marquette, Michigan 49855

Your Professional Signtists ***906/226-7446*** ***906/226-7937 (Fax)***

November 17, 2021

Upper Peninsula Animal Welfare Shelter
PO BOX 968
Marquette, Mi
c/o Corey Hollowell

We offer to provide and install a 5'x10' double sided internally lit by high efficient LED lighting with polycarbonate pan faces. Sign is to be mounted on a heavy walled single steel pole in a concrete footing. Electrical and permits provided by customer.

FOR THE SUM OF.....\$10,900

"Signs Unlimited is fully licensed and insured. All our work will be of professional quality and completed in a reasonable amount of time. All proposed items will be property of **Signs Unlimited** until final payment is received. **Signs Unlimited** accepts All credit cards as well as cash and check payments. Materials used are guaranteed to be as proposed. Any changes to the above proposal, will be considered an extra. This proposal will expire 45 days from above stated date. Please feel free to contact me if you have any questions regarding this proposal by calling **906/226-7446**. **TERMS: 50% DOWN, BALANCE UPON COMPLETION.** 1.5% finance fee for balances remaining after 30 days from invoice date. Progress Payments: Large projects, custom projects or other factors may dictate larger down payments and/or progress payments.

I accept the above sums, quantity and specifications as proposed and authorized **SIGNS UNLIMITED** to complete the work as specified, Respectfully submitted,

AUTHORIZED SIGNATURE
(Please sign if you accept)

SIGNS UNLIMITED
Greg Steltenpohl
November 10, 2021

ICON SIGNS INC
1025 COUNTRY LANE #22
ISHPEMING MI 49849

Estimate

Date	Estimate #
1/10/2022	313

Name / Address
Upaws

Project

Item	Description	Qty	Rate	Total
Signs	TOP POLE SIGN DOUBLE SIDED ALUMINUM FABRICATED DISPLAY 5' BY 10'. INTERNALLY LIGHTED LED, FULLY DECORATED FACES WITH APPROVED DESIGN BY CUSTOMER	1	7,965.00	7,965.00
Sign materials	8" METAL POLE, CONCRETE SONO TUBE 36", CONCRETE, MATCH PLATES	1	2,950.00	2,950.00
Labor	LABOR TO EXCAVATE GROUND, PLACE POLE AND DIRECT BURY IN CONCRETE IN SONO-TUBE, WELD AND FABRICATE SIGN POLE AND INSTALL ON SITE WITH BUCKET TRUCK	1	2,975.00	2,975.00
			Subtotal	\$13,890.00
			Sales Tax (6.0%)	\$0.00
			Total	\$13,890.00

January 7th, 2022

To Reva Laituri and the UPAWS Board of Directors;

It is with a heavy heart and after much contemplation that I must resign from the UPAWS Board of Directors. I haven't been able to give UPAWS and the Board the time it deserves for too long, but this has only gotten worse in these last couple months. Unfortunately, I do not see my personal situation changing at any time in the near future. At this point it is unfair for the other Board Members and to the organization as a whole for me to continue serving on the Board.

Serving UPAWS has been a great joy and helping get the new facility up and running (as well as ironing out some of the cracks) will be something I remember forever. I will continue to be available to the Executive Director and the Board for knowledge and assistance with any service/maintenance issues that may arise with the facility. Hopefully in the future, when things calm down again at home, I will be able to re-devote myself to my first UPAWS passion of volunteering with the animals.

UPAWS is an invaluable part of this community and I thank you again for the opportunity to serve UPAWS, its staff, its animals, and its mission.

Sincerely,

Alex Petrin

PRESIDENT'S REPORT
January 24, 2022

With the resignation of Alex from the Board of Directors, there is a vacancy for a Policy/Bylaw Committee Chair. Colleen Whitehead volunteered, and has been appointed, to serve as chair until the organizational meeting in July.

In regards to finding a new liability insurance provider, a lot of time was spent researching, reaching out to outside sources, holding multiple discussions with Bill, and sharing information.

Respectfully submitted,
Reva Laituri
President

**UPAWS Treasurer's Report
January 2022**

Activities Since Last Report:

- Credit Card transition has been completed to Nicolet cards. Overall company limit of \$15,000 distributed among card holders (Bill, Corey, Ann, and Chris).
- Working with Bill and Corey on end of year donor statement requests.

The December 2021 Financials are not available as the bank reconciliation process had not been completed in time for the Finance Committee to review the reports. The additional time will also be helpful in closing out the fiscal year.

Respectfully Submitted,
Chris Danik
Treasurer

Executive Director Report

I. Animal Care and Operations

a. Success Story – Senior Dogs

January was the month of senior dogs as we had five different dogs that were surrendered over the age of 10. All the dogs were adopted, and the adopters understood the great need and care each dog required. It is very exciting when we get to see our older dogs find new homes in which people will care for them.

Trooper

Trooper the cat was brought to UPAWS from a live trap with a massive bleeding sarcoma. We had to amputate one of his legs, but our employee Hayley Weston, adopted him, and she is giving him the proper care that he needs. Hayley updates us that he is doing well and is a fun-loving cat.

The DACC Dogs

12 dogs came to UPAWS from a transfer from the Detroit Animal Care and Control due to over population in their shelter. Once they were brought to UPAWS they did not last long! All the dogs were adopted within a week of their time at UPAWS. All the dogs were extremely well behaved and healthy. We will continue to work with DACC when the need arises for us to take in more of their animals.

- b. Michigan Pet Alliance** – This month's training was on Cat Friendly Alternatives to Declawing and the staff did this training from their home for health and safety reasons.
- c. Grooming Room** – The grooming room opened to the public on January 10th, and we have received a lot of compliments in providing this service for the community and the animals. So far, we have had 7 appointments from January 10th through January 20th. We have additional 8 appointments scheduled for the next week.
- d. Risk Management Plan** – Please see attachment

II. Property

a. Front Highway Sign (Update) –

We have contacted 3 Sign companies in Marquette to quote a Double-sided internally light street sign. We also sent them our sign image to use as a mockup for their quote. I did not quote an unlit sign since it is so hard to see our sign from the road.

The sign will be a 5x10 foot sign internally lite on a single pole. I have requested a mockup of all designs to be sent with the quote. After speaking with all three companies, we will need to have permits pulled to have this work completed as well as have an electrician come to run the electrical. I have contacted JP Electric to see what this work would entail, however with winter I believe this work cannot be done until spring. I am currently on the schedule to have JP electric come out and give us an estimate of what it would cost to run the electrical for the sign. They are currently booked two weeks out.

Cooks signs - Quote and design attached - \$17, 812.07

Cooks signs has added into their quote the cost of the permit fee and obtaining an inspection for local sign permit, footing permit, and electrical sign permit. They stated they can do a winter install, we would have to keep the area plowed until we could get the electrical in to bring electricity or we would have to wait until spring. They have a 6 week turn around for making the sign.

Signs Unlimited - Quote and design attached - \$10,900

Signs has not added into their quote the cost for acquiring the permits needed to complete this job. This would be our responsibility; this is something we might want to take into consideration.

Icon Signs - Quote and design attached - \$13,890 (**NEWEST QUOTE - 1.5.22**)

Top pole sign double sided aluminum fabricated display 5' by 10'. internally lighted led, fully decorated faces with approved design by customer

Sign materials 8" metal pole, concrete sono-tube 36", labor to excavate ground, place pole and direct bury in concrete in sono-tube, weld and fabricate sign pole and install on site with bucket truck

III. **Human Resources**

a. Health and Safety Protocols

When our health and safety plan was implemented on December 8th 2021, I stated that I would review the plan to see if we could make any changes on January 3rd 2022. Since Covid numbers have risen in the last month, all the health and safety protocols are still in place and will be reviewed again at the beginning of February. This month has been extremely hard with staffing as many staff have been sick. We had two more employees test positive for COVID, while others have been out with upper respiratory infections. It has been a challenge at times for employees to receive a Covid test and some have had to wait several days to receive results. I have tried to conduct as many meetings as possible virtually to control the spread of the virus and other illnesses.

b. Employee Designation and Hour Changes

One of our full-time animal caregiver since October 2021 has been struggling to find a good work/life balance. He has struggled to complete his scheduled hours on certain weeks as he has been taking care of his daughter before and after school. After a discussion with him this past week we decided it would be best for him to be dropped down to the Occasional Part Time Animal Caregiver.

With the opening of the full-time hours our newest employee who was the occasional part time animal caregiver, will be moving into the full-time position as she has desired full time work since she was hired in November 2021. The staff has nothing but positive things to say about her work and has done a good job in her first two months.

IV. Business

a. Liability Insurance – We began our new liability and property insurance on January 14th 2022. We worked with nine different brokers from across the country to find coverage. Our new liability insurance is through Prime Insurance and our property insurance is through Gauthier Insurance.

Even with the new coverage there were several safeguards that needed to be taken place. I created a risk management plan that I believe will help us for the future. I met with the risk management team of Prime Insurance on January 20th 2022. The risk management team felt that my plan was well thought out and any suggestions that they would have given were already in the plan. The plan began on January 17th, 2022. Please see the attachment.



Upper Peninsula Animal Welfare Shelter

Risk Management Plan

Effective January 17th, 2022

Management of Reactive Dogs

- How does UPAWS define a reactive animal? If a dog receives a red label once his safer is complete or if they have a bite history.
- When a dog is identified as a reactive animal, they must go on the animal management plan. That dog will be boarded and taken care of and will not be made available to the public until they complete the plan. One goal that must be completed within the AMP for a dog to complete the plan is that they must be muzzle trained.
- For an animal to complete the animal management plan and be made available for adoption, a questionnaire will go out to all animal caregivers and supervisors which will be an evaluation tool for progress on the specific animal in the AMP.
- All dogs with a bite history must be always muzzled when visiting a potential adopter.
- All dogs must always be on a leash with a potential adopter.
- A UPAWS employee must be present when a potential adopter is visiting a dog.
- When a potential adopter asks why the dog cannot be taken off leash or muzzle an employee can state that it is a requirement from our insurance agency.
- Once the potential adopter does adopt an animal who is on a muzzle, they can have a meet and greet without the muzzle.
- Once a dog is adopted, the animal cannot go home with a UPAWS muzzle. The adopter must bring their own or go without.
- No volunteers can work with any dog. (This will be reevaluated at a later time)

Appointments Only for Meet and Greet

- Sign Up Genius to be used
- 15-minute registration windows when 2 supervisors on duty
- 30-minute registration windows when 1 supervisor is on duty (Tuesday and Sunday)
- Potential adopters will NOT be able to pick a certain pet to see
- Potential adopters will be able to state DOG, CAT, SMALL ANIMAL
- Appointments start at Noon and the last appointment is 3:30 PM
- Appointments are 30 minutes

- All guest that would like to see a UPAWS animal must have a UPAWS employee with them through their entire visit.
- All surrenders and strays are welcome to come during business hours.
- When a guest needs assistance with sign up genius, a supervisor will help with the process.
- When a guest comes to the shelter without an appointment, staff will assist them if there is availability.

Trainings for Animal Staff

- Beginning February 1ST all staff that works with UPAWS animals will be required to accomplish five hours of training each month. In total 60 hours of training will need to be accomplished each year.
- As part of the orientation process a new employee must complete 20 hours of training before they are allowed to work with UPAWS animals. Once training is complete, they will be assigned a UPAWS employee who will train them on the following operations tasks – meets, walks, feedings, leashing an animal, cleaning animal habitats, understanding the basic medical procedures that are done in house. The following will be done in an observation capacity before they are allowed to do any of these tasks by themselves.
- Trainings will come from the Best Friends Network, Michigan Pet Alliance, Maddie’s Fund, Humane Pro (The Humane Society of The United States), ASPCA (American Society of for the Prevention of Cruelty to Animals) and other resources.
- Trainings could be completed at UPAWS, but many will be able to be accomplished off site.
- Trainings could be workshops, in person training, articles in which a summary will be presented to the Executive Director for comprehension, podcast in which a summary will be presented to the Executive Director for comprehension.
- Once a quarter as a part of the training program a safety course will be taught.
- More details to come in the next couple of weeks.

Communication

- Stand up meetings will be conducted by a supervisor each day at 8:30am and 10:50am.
- A daily report will be sent via email to all staff by a supervisor at the end of each day.
- A weekly update email goes out to all staff by the executive director. In the weekly update email it will have all current Animal Management Plans.

Note – This plan will be updated and changed when there is a need.

Volunteer & Community Outreach Coordinator Report January 2022

Volunteer

- Volunteers in-shelter – on hold for 2 weeks – evaluate if needed to be longer.
- Foster home – Mom and puppies came back from foster. Emailed out trying to find a new foster.
- Gathered volunteer statistics for insurance.

Community Outreach

- Webinars:
 - Engage: Burnout and Compassion Fatigue: Protecting the Mental Health of Our Volunteers
 - Million Cat Challenge/Maddie's Fund: Language that Harms Cats
 - MI Pet Fund Alliance: Cat Friendly Alternatives to Declawing
 - Charity How-To: How To Make Your Cause Memorable: Nonprofit Marketing Strategies and Tactics
- Retail:
 - 80% complete counting all retail inventory.
 - Coordinate and maintain inventory; ordering, receiving, and pricing.
- Website, social media:
 - Betty White Challenge: developed soft campaign. Over \$10,000 donated.
 - Posting, upkeep, help with making new pages, advertising various events, fundraisers, etc. Utilizing various APPS for promoting pets.
- Pet Promos:
 - Photos & bios, advertising. ABC10 Pet of the Week, Q-107 Pet of Week. Maintain Deb's Dog of the Month, pet sponsorships and Pet Adoption portal, including the development of pet biographies, and pictures.
- Media (Community Outreach):
 - ABC10TV – Pet of the Week segment.
 - Stories featured on TV6 (twice) Betty White Challenge
- Other:
 - Developed Sign Up scheduling online document and advertising language/graphics for Grooming Room for website and social media.
 - Developed Sign Up scheduling online document and advertising language/graphics for UPAWS Meet & Greet/Adoption Appointments program for website and social media.
 - Transfer: Wishbone/Allegan Animal Shelter emailed asking if we had room for fixed cats. Our Executive Director was asked and approved; I responded to the email – waiting for more information.
 - Various projects per Executive Director
 - Helping upfront when needed.

Submitted January 20, 2022

Ann Brownell

December 2021		<5 mos.		<5 mos.			
	DOGS	PUPS	CATS	KITS	OTHER	TOTAL	
Beginning Count	20	13	35	67	18	153	
INTAKE							YTD
Owner Surrender	11	1	16	4	10	42	695
Returned Adoption	1	0	2	0	0	3	55
Stray (from Police, Public and Shelter Pickup)	8	0	8	1	2	19	328
Born in Care	0	4	0	0	0	4	59
Transferred from Other Shelters	5	0	0	0	0	5	258
Special Hold/Service In	0	0	0	0	0	0	14
Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	4
Total Intakes	25	5	26	5	12	73	1413

OUTCOMES

Adoptions (shelter, foster home or special event)	19	0	40	37	13	109	1139
Total Adoptions YTD	215	23	469	187	245	1139	
Returned to Owner	7	0	5	0	0	12	190
Transferred to Rescue Groups/Shelters	0	0	0	0	0	0	5
Total Live Outcomes	26	0	45	37	13	121	1334
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	3
Dying	0	0	0	0	0	0	8
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	0	0	0	0	0	0	11
Died at shelter/foster home - Unknown	0	0	0	0	5	5	31
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason					SEE NOTE BELOW		
Total Euth/Died/Other Outcomes	0	0	0	0	5	5	43
Ending Count	19	18	16	35	12	100	
manual count	19	18	16	35	12	100	
SAVE RATE (Intake- Euthanasia Outcome)/Intake						100.0%	99.2%
ASPCA Live Release Rate (Live Outcomes/ Intake)						165.8%	94.4%

NOTE: 3 immature hamsters died within days; 1 immature rabbit; 1 fish

OTHER INFO

	Dogs	Cats	
Avg. Length of Stay in Days (adopted only)	22.6	46.8	NOTE: LOS #s are high due to long waits for S/N surgeries
Monthly Return Rate (returned adoptions/adoptions)	5%	3%	

Dec 2021 - CLINIC SERVICES	DOGS	CATS	OTHER	TOTAL	YTD
Owner Requested Euthanasia	0	0	0	0	4
Bite Hold (for Owner)	0	0	0	0	0
Spay/Day	0	0	0	0	56
Community Spay/Neuter (Spay It Forward)	0	0	0	0	16
Microchipping	0	0	0	0	142
Domestic Violence	0	0	0	0	4
Pending Investigation	0	0	0	0	4
Boarding	0	0	0	0	8
Paws Park Permits	5	0	0	5	97
Service - Home 2 Home	1	1	0	2	34
Service - Nailtrims	0	3	8	11	104
Service - Dog Licenses	0	0	0	0	16
Service - Cremation Services	0	0	0	0	15
Total	6	4	8	18	494

Board Development Committee Meeting Minutes

Chaired by: Colleen Whitehead

Date: January 13, 2022 5:00 pm – meeting held via Zoom

Members Present: Reva Laituri, Lynn Andronis and Kathi Fosburg

Members Absent: Linda Roncaglione

❖ The discussion and review of Committee pending items included:

- Discussion on the proposed Training Plan for the Board. The Committee has created a quarterly training plan for the Board of Directors which would include the following topics:

- Overview of UPAWS Programs & Services (March)
- Review of Financial Statements and Budgeting Process (June)
- Overview of the No-Kill Equation and Fear Free Principles (September)
- Overview of Shelter Operations (December)

The Committee has discussed potential presenters and Colleen will follow up with those individuals to confirm. The hope is that we could have these trainings held on a recurring annual basis to serve as both a refresher for existing Board members and educational for new Board members.

- Discussion on recruitment options, including both past applicants and brainstormed individuals as possible Board members. Colleen and Kathi will contact two of the individuals discussed to explore their interest in serving on the Board.
- Colleen will continue drafting language for the UPAWS website to be used for recruiting possible Board members or Board Committee members.
- Reva shared that Alex has resigned from his position on the Board of Directors, which creates another Board vacancy. There are two Board members (Reva and Amber) who have terms ending in July and are not eligible to be reappointed. Brian's term also ends in 2022 and he is eligible for re-appointment.
- There are now 5 vacant Board positions, one expiring this year, two expiring in 2023 and two expiring in 2024. Currently, there are no pending or under review Board member applications.

❖ February Committee agenda to include website recruitment language.

❖ No discussion on storage/files of Board Development Committee information at the shelter. Transfer of Board Development files has still not been completed.

❖ Future topics for discussion include the creation/revision of Board Development Procedures and a template for the advertising and recruitment process.

Next Meeting:

February 10, 2022 at 5:00 pm. Meeting will be held via Zoom, monthly meetings are currently held the 2nd Thursday of each month.

FUNDRAISING COMMITTEE MEETING MINUTES

January 17, 2022, 5:30pm via Zoom

Attendees: Lynn Andronis, Bill Brutto (ED), Chris Danik, Leslie Hurst (Chair), Reva Laituri, Marlene Ombrello, Karen Rhodes. **Excused:** Amber Talo (updates next day)

Recently Completed Fundraisers:

- Pet Photo Calendar Contest (Reva): Final Report complete. Net \$19,346.26, an increase of \$ 8,106.26 - awesome job Reva!
- Sally's Ride (Reva) - Leslie still entering in-kind donations (Leslie): 4128, amt=0, fair market value, desc, note). *Do we need to include in year-end reports (Chris).*
- Holiday Store (Karen) - Went very well, working on final report.
- Pet Photos with Santa (Lynn) - Not held.
- MÄTI Special Event (Leslie) - Ryan Engle of Masonic Arts & Theater Innovation Co. presented a \$200.00 check to Bill on 12/22. This was for a photo with Santa fundraiser they held on our behalf.
- Lock-Up (Amber) - Preliminary report, \$33,548 net, way beyond budget! Great job Amber and all who helped and supported this. Will have Final after processing Dec. Neon payout.
- Raise the Woof (Leslie) - Preliminary report, \$1500-\$1700 net, awaiting final expenses. Ann and Amber did a great job promoting - Thank You! Leslie did 4 interviews, MJ did front page and editorial, nice coverage, all very supportive. Lynn was a huge help with organization and at the event, and Chris with backend support - Thank You!. Was good to be in touch with CCHS, same format/ticket pricing. 92 tickets sold. The five bucket raffle items (next time have ten) and 50/50 were well received. River Rock lanes did a great job with set-up and serving, the appetizer menu they offered worked well.

Upcoming Fundraisers:

- Fundraising Snapshot (Bill) - All "asks" for the year to help us plan & coordinate. Will still maintain [Calendar / Contacts](#) which is a rolling calendar of fundraising events.
- Cause for Paws (Amber) - Will not hold this year. We are looking into doing something else in May or June instead at the shelter utilizing the grounds and community room. Some ideas: Square Dance/Line Dance/Hoedown; Memorial Walk w/Name a Beer After Your Pet release party.
- Community Rummage Sale(Marlene) - May or June. Marlene offered to chair. Several questions were raised regarding liability, Bill will follow-up with insurance. Possibly impractical, not cost beneficial.
- TUFT 2022 (Karen) - Thurs, July 14th confirmed.
- SYM 2022 (Chris) - May relocate to Jackson Park / IOHT in Negaunee.

Other Business:

[Canister Report](#) (Reva) - Under Canister folder on Fundraising drive.

- [Fundraiser Business List](#)- continue to update
- Fundraiser Files - where do we file hard copies (ie. Raffle License, etc.)
- Fundraising Closet (Leslie, Lynn) - some more organization done, still more to do. If you use something, please return to the same spot as soon after the fundraiser as possible.
- [Fundraising Manual](#) - As you use it please send any suggestions for updates to Leslie. We will review as updates are made.
- Leslie created a separate [UPAWS 3rd-Party Event Guidebook & Agreement](#), text is the same, cleaned-up formatting, to give to third parties.
- ***Next Meeting Monday, February 21, 2022, 5:30pm***

PERSONNEL COMMITTEE MINUTES

January 12, 2022, 10:00 a.m.

UPAWS Shelter Community Room

Present: Reva Laituri (Chair), Lynn Andronis, Colleen Whitehead, Bill Brutto (ED)

Bill presented his monthly report:

- Due to a surge in the omicron variant of COVID, adoptions at the shelter will be by appointment. This will allow staff to space out the number of people in the shelter at one time. Mask wearing has been implemented for visitors and staff during hours open to the public.
- A full time animal caregiver has moved to occasional part-time status and an occasional part-time caregiver has moved into the full time position.
- Reva asked whether all full time employees were now working four 10-hour shifts or whether it was only the Animal Caregivers and Supervisors. Bill responded it was only the Animal Caregivers and Supervisors. The new schedule seems to be working very well and has been well received by the affected employees. Bill noted that the new schedule has resulted in a decrease in overtime hours, increased efficiency, a quicker response time in responding to phone calls and emails, and a cleaner shelter.
- Voluntary monthly employee training has now been made mandatory.

Bill presented drafts of a revised organizational chart, changes in the reporting structure giving supervisors more authority, and adjustments that needed to be made to the wage schedule. Discussion arose as to whether the job description amendments needed to go to the full Board for approval. Reva said that if they were referred to in the Personnel Policies as an Appendix to the policies, they would need board approval; if not, Bill could institute changes on his own authority. It was also noted that the proposed changes in the reporting structure did not rise to the level of needing to change the organizational chart. Bill will prepare a new wage schedule reflecting the wage adjustments approved in the 2022 budget which he will provide to the Personnel Committee for review within the next week and prepare a recommendation to the Board for the January meeting. Should the changes to the Supervisors' job description also require board approval, he will also prepare a report and recommendation for that amendment.

Bill left the meeting.

The Committee discussed the format to be used in conducting Bill's 6-month performance review. It was agreed that the form used in the past needed updating as the job itself has changed. The Committee will look at various options and agreed that once the evaluation format was finalized, Bill would be asked to perform a self-evaluation as part of the process.

The meeting was adjourned at 12:30 p.m. The next regular meeting is scheduled for February 9, 2022.

Respectfully submitted,

Reva Laituri

Chairperson

Donor Development Ad-Hoc Committee
Meeting Minutes
January 13, 2021 4:30pm

Attending: Lynn Andronis, Bill Brutto (ED), Leslie Hurst (Chair)

- Meeting was rescheduled from Tuesday to Thursday just for January due to conflicts with Tuesdays. Reva already had a BD meeting so could not attend. We will meet on the 2nd Monday of the month starting in February.
- Leslie reviewed the donation failure workflow, how to process the generated activities, update donations & recurring donation schedules, resubmit payment, and follow-up with donors. We discussed when and if we should follow-up with failed donations. It depends on the type of failure, type of donation and timing.
- These meetings will be a work session format, working through data entry, reporting and best practices using Neon.

Next Meeting: February 14 (Valentines Day!), 4:30pm UPAWS Back Office Area