

UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Monday, March 28, 2022 / 6 p.m. / TBD/ 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. February 28, 2022 Regular Meeting
 - b. March 14, 2022 Special Closed Meeting
6. Unfinished Business
 - a. Report & Recommendation from the Finance Committee
RE: Endowment Funds Distribution
 - b. Report & Recommendation from the Policy-Bylaw Committee
RE: Bylaw Amendment – Standing Committees
 - c. Report & Recommendation from the Policy-Bylaw Committee
RE: Standing Committees/Email Correction
 - d. Report & Recommendation from the ED
RE: Highway Sign
7. New Business
 - a. ED Compensation Package
 - b. Board Development Training: UPAWS Programs and Services (Bill Brutto, Presenter)
8. Communications
9. President's Report
10. Treasurer's Report
 - a. January 2022 Financials
 - b. February 2022 Financials

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

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: April 25, 2022, 6 p.m., at the Shelter

UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING
Minutes
February 28, 2022

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

ABSENT:

GUESTS: Bill Brutto E.D., Bob Stephenson

1. Call to Order/Attendance: Meeting was called to order at 6:05 p.m.
2. Approval of Agenda: *Motion was made by Chris, seconded by Colleen to approve the Agenda as presented. Motion passed with unanimous consent.*
3. Mission Moment: None
4. Public Comment: Bob Stephenson commented that he has been trying to attend our board meetings and is happy that he was able to come tonight. He also congratulated the board for the "solid balance sheet". He added that Bill will be addressing the Breakfast Rotary meeting in a couple of weeks.
5. Approval of Minutes:
 - a. January 24, 2022 Regular Meeting – *Leslie made a motion, seconded by Lynn, to approve the minutes with the following corrections:*
 - Under "PRESENT" – Chris Danik was incorrectly marked as being Present, when he was Absent and excused.
 - Under "7b. New Business – Report and Recommendation from the E.D. re: Highway Sign" – Add the following to the end of that section: "Leslie stated that the electrical work quote should be part of the recommendation so we can make a decision on the complete cost of the project."
 - Under "8. Communications" – In the first sentence, replace "Waste Management" with "Marquette County Solid Waste Management Authority (MCSWMA)". The end of the second sentence should read "...rescheduled for their 4/19/22 meeting."*Motion passed with majority vote (Colleen and Chris both abstained).*
6. Unfinished Business:

- a. Report and Recommendation from the E.D. re: Highway Sign – Bill reported that he expects the bids are going to come in at \$10,000 for electrical (sign was \$12,000). He will investigate the cost of solar powered lights. He has had two bids submitted at this point and will look at the possibility of an in-kind donation. Bill and Amber will discuss additional companies to contact. (NOTE: Brian entered at 6:15 p.m.)
7. New Business: None
8. Communications: None
9. President's Report: No report submitted.
10. Treasurer's Report:
 - a. December 2021 Financials – Colleen asked about statements received late from some of the financial institutions in the past. Chris indicated that this would no longer be a problem as we will get them electronically from this point forward. Leslie asked if the IT consulting fee (906 Technologies) is over. Per Chris, there are no regular charges, but billing timing can skew, which makes it hard to budget. Bill would like to speak to Chris and Leslie about our IT options, as he is not impressed with the service received from 906 Tech; it seems to revolve around the same 3 or 4 issues. Verizon is installing a cell tower at the Fair Grounds so our cell coverage should improve. The IT charges will be factored into our next budget since charges can vary. Chris stated that he would like to remove AR Reports and AP Reports from being a part of the official Treasurer Reports. He will, instead, put them in the monthly finance folder on the drive. *Colleen made a motion, seconded by Lynn, to approve the financial reports as submitted. Motion passed with unanimous consent.*
11. Shelter Operations Report(s):
 - a. Report from the Executive Director - Bill reported that it has been a busy month, a good month. It has also been a very hard month for employees in dealing with public some of whom have been nasty to supervisors. Radio codes were implemented. Leslie commented she likes the SMART goals format that Bill has implemented. Bill reported that the Solicitation Letter was sent out. This is our third year in the building, a big month for needed repairs for general upkeep. Bill had submitted a random online donation report. Amber stated that she liked the format, as it was an easy way to donate. Bill also reported that with any individual's Facebook fundraiser, we get no information on the individual donors. Colleen asked if there a way (tech wise) to get quick easy donation. When we send end of year statements for individuals, there will be a disclaimer that this total amount does not include any Facebook donation. Bill wants to do similar solicitations quarterly, using both options (mailed and emailed).
 - b. Volunteer/Community Outreach Report – Written report attached.

- c. Stats – Colleen suggested adding the number of animals in foster to report, both at the beginning of month and end of month.

12. Committee Reports:

- a. Board Development Committee Report – No report, however, Colleen reported that the committee did meet. She updated the board on the committee's activities over the past month (advertising on FB and website for board position and that something similar will be in newsletter). She also reminded the board to continue to think about potential board members, because at the end of July, will only have 5 members. We need to get the word out that we are recruiting committee and board members. The written report will come for next month. (Amber left at 6:53 to take an urgent phone call).
- b. Finance Committee Report – Written report submitted. Colleen asked who the new member (Jill Compton) on the committee is. Chris reported that she works at NMU as head of risk, internal audit and insurance.
- c. Fundraising Committee Report – Written report submitted.
- 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) – Written report submitted.

13. Public Comment: None

14. Board Comment: None

15. Adjournment: *Colleen made a motion, seconded by Lynn, to adjourn the meeting. Motion passed with unanimous consent of those present (Amber had not returned yet). Meeting adjourned at 6:56 p.m.*

Respectfully submitted

Counter-Signed

Lynn Andronis, Secretary

Reva Laituri, President

UPAWS Finance Committee

Report & Recommendation: Community Foundation of Marquette County Fund Distribution

The Finance Committee recommends to the UPAWS Board of Directors that they accept the 2022 available grant dollars from both the Bernadette Reider UPAWS Fund and the UPAWS Agency Fund in the amounts of \$21,192.26 and \$4,797.98 respectively. Both funds are assets held by the Community Foundation of Marquette County as endowment funds. Each year UPAWS is given an available grant amount and can choose to withdraw, reinvest, or keep them in the fund and let it remain spendable.

The Finance Committee recommends that UPAWS request the distribution of both funds at this time. The 2022 operating budget has \$16,000 budgeted in revenue from the Bernadette Reider UPAWS Fund. The remaining dollars between the two funds will help offset the unexpected increase in liability insurance.



community foundationSM
of Marquette County

February 22, 2022

BOARD OF TRUSTEES

Tom Vear
Chair

Jack Lenten
Vice-Chair

Thomas Blake
Treasurer

Maura Davenport
Secretary

Mark Canale

Patricia Davis

Robert Eslinger

Anne Giroux

Marcia Gonstead

Lisa Jahnke

Alexander Kofsky

Lowell Larson

Don Mourand

Sally Searle

Judy Vonck

Susan Goodkind Wideman

Zosia Eppensteiner
Chief Executive Officer

Amber Talo

UPAWS

815 South State Highway M553

Gwinn, MI 49841

Dear Amber,

Thank you for your support of the Community Foundation of Marquette County during the past year. Enclosed please find the 2021 statement for the Bernadette Reider UPAWS Fund. The statement provides a summary of the fund's activities, including any contributions and grant distributions.

Based on market performance, the Community Foundation Board of Trustees approved 4.5% spendable allocation. The approved spendable amount for 2021 was calculated based on the average fund balance over the previous twenty quarters and is listed on the bottom of the statement as **Available Fund Balance to Grant**. If there are available funds to grant, a distribution request form is enclosed with instructions.

We are committed to assisting Marquette County nonprofits through these unusual times and recognize the importance of the reliable and consistent support these funds provide. If you have any questions, please feel free to contact our office at (906) 226-7666 or info@cfofmc.org. The Board of Trustees and staff are committed to serving all fund representatives to ensure their short- and long-term goals are being met.

We are grateful for your generosity and commitment to meeting community needs in Marquette County now and in the future.

Wishing you health and success in 2022,

Zosia Eppensteiner
Chief Executive Officer



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Judy Vonck

Susan Goodkind Wideman

Zosia Eppensteiner
Chief Executive Officer

Amber Talo

UPAWS

815 South State Highway M553

Gwinn, MI 49841

Dear Amber,

Thank you for your support of the Community Foundation of Marquette County during the past year. Enclosed please find the 2021 statement for the Upper Peninsula Animal Welfare Shelter Agency Fund. The statement provides a summary of the fund's activities, including any contributions and grant distributions.

Based on market performance, the Community Foundation Board of Trustees approved 4.5% spendable allocation. The approved spendable amount for 2021 was calculated based on the average fund balance over the previous twenty quarters and is listed on the bottom of the statement as **Available Fund Balance to Grant**. If there are available funds to grant, a distribution request form is enclosed with instructions.

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Wishing you health and success in 2022,

Zosia Eppensteiner
Chief Executive Officer



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Bernadette Reider UPAWS Fund



Ms. Amber Talo
UPAWS
815 South State Highway M553
Gwinn, MI 49841

Fund Information

Fund was established on December 21, 2001

Fund Purpose: To benefit Upper Peninsula Animal Welfare Shelter (UPAWS).

Fund Activity Summary

Account ID: 15702

Beginning Fund Balance as of January 1, 2021:	\$538,869.93
Contributions to Principal Balance:	\$0.00
Contributions to Spendable Balance:	\$0.00
Grants:	(\$16,437.62)
Administrative Fees:	(\$6,447.45)
Performance net of fees*:	<u>\$76,253.09</u>
Ending Fund Balance as of December 31, 2021:	<u>\$592,237.95</u>
Available Fund Balance to Grant:	<u>\$21,192.26</u>

* "Investment Performance" may include dividend and interest income, realized gains and losses, gain or loss on sale of contributed shares, investment advisor expenses, and market value fluctuations. The most recent market performance is not necessarily included here.

Fund Activity Detail

	Units/Shares	Date	Amount
Grant Activity			
Upper Peninsula Animal Welfare Shelter		06/11/2021	(\$16,437.62)
Total Period Grant Activity			(\$16,437.62)

**Upper Peninsula Animal Welfare Shelter
Agency Fund**



Ms. Amber Talo
UPAWS
815 South State Highway M553
Gwinn, MI 49841

Fund Information

Fund was established on November 17, 2005

Fund Purpose: with income distributed at least annually once the Fund balance exceeds \$10,000 to UPAWS, formerly known as Marquette County Humane Society (the "Agency"). The Agency may also request that a portion or all of the income be reinvested in the Fund.

Fund Activity Summary

Account ID: 15657

Beginning Fund Balance as of January 1, 2021:	\$120,566.19
Contributions to Principal Balance:	\$300.00
Contributions to Spendable Balance:	\$0.00
Grants:	(\$3,781.94)
Administrative Fees:	(\$1,464.01)
Performance net of fees*:	\$17,065.81
Ending Fund Balance as of December 31, 2021:	\$132,686.05
Available Fund Balance to Grant:	\$4,797.98

* "Investment Performance" may include dividend and interest income, realized gains and losses, gain or loss on sale of contributed shares, investment advisor expenses, and market value fluctuations. The most recent market performance is not necessarily included here.

Upper Peninsula Animal Welfare Shelter
Agency Fund



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of Marquette County

Fund Activity Detail

	Units/Shares	Date	Amount
Grant Activity			
Upper Peninsula Animal Welfare Shelter		06/11/2021	(\$3,781.94)
Total Period Grant Activity			(\$3,781.94)

Policy & Bylaws Committee
Report & Recommendation
March 28, 2022

#1 - Report & Recommendation:

The Policy & Bylaws Committee makes the following recommendation for language deletion to the Bylaws: Article 10: Board Protocols, B. Committees (a) Standing Committees. Suggested deletions are noted in **RED**.

Suggested UPAWS Bylaws Policy Language:

- 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)
 - ~~vii. Paws Park~~



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

BYLAWS

Amended March 28, 2022

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 majority vote 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 Board member who is absent from three consecutive UPAWS Board meetings without notification to the Board President, shall be removed as a member of the UPAWS Board of Directors.
- d. Any Officer may be removed with cause by the affirmative vote of two-thirds (2/3) 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)
 - ~~vii. Paws Park~~
 - 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, repealed or temporarily suspended 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 **March 28, 2022**; the Board of Directors adopted by consensus the foregoing By-Laws, a quorum being present.

Policy & Bylaws Committee
Report & Recommendation
March 28, 2022

#2 - Report & Recommendation:

The Policy & Bylaws Committee is making the following two (2) recommendations for language changes to Board Policy 10.0 *Board Appointed Committees*.

A) Edit the Board Development Committee section correcting the email address:

- a. boarddevelopment@upaws.org email account

B) Deletion of the language referencing Paws Park, as noted in **RED**.

Paws Park Committee

~~The Paws Park Committee is charged with the following responsibilities:~~

- ~~a. Monitoring, evaluating, and ensuring park use is in accordance to the rules, regulations, and etiquette outlined in the Paws Park Registration Packet.~~
- ~~b. Maintaining a list of memberships, sending updates for vaccination renewals and membership renewal dates to members.~~
- ~~c. Performing an annual evaluation of park use, memberships, and registration packet.~~
- ~~d. The Chair of the Paws Park Committee is responsible for:~~
 - ~~i. Scheduling volunteer maintenance of the park;~~
 - ~~ii. Monitoring dogpark@upaws.org and responding to inquiries, complaints, incident reports, and suggestions;~~
 - ~~iii. Making sure the membership spreadsheet is reviewed and kept up-to-date, as well as ensuring members are contacted in a timely manner regarding renewals;~~
 - ~~iv. Monitoring the Paws Park Facebook Group page, and notifying members regarding any closures, maintenance issues, or special events;~~
 - ~~v. Submitting an annual budget for Paws Park, and ordering key fobs and supplies as needed; and~~
 - ~~vi. Preparing agendas, providing updates, disseminating information, and scheduling committee meetings as necessary.~~

10.0 Board Appointed Committees

- A. The Board of Directors may appoint Standing or Ad Hoc (Temporary) Committees to assist in its function. The Committees shall report to the Board.
- B. The Board may also, on occasion, appoint a Board member to serve as a representative of UPAWS at meetings, conferences, seminars, etc. which may be in the best interests of UPAWS to have representation. With prior approval, Board members may be eligible to receive per diem reimbursement if approved by the Board. Board members shall provide a written update/report to the Board a minimum of 30 calendar days after their attendance at the respective meeting/training/seminar to be recorded in the official Board meeting minutes.
- C. Appointment: The President shall appoint the Chair of each Standing and Ad Hoc Committee. Ad Hoc Committees may be appointed by the Board from time to time as warranted. These Committees shall be discharged upon completion of their function.
- D. Guidelines for Committees:
 - a. Committees may be comprised of persons who are not UPAWS Board members, such as volunteers or members of the public; however, one Board member must be named to each Committee.
 - b. The Chair of each Committee is responsible for determining Committee membership.
 - c. The Board should establish Committees when it's apparent that issues are too complex and/or numerous to be handled by the entire Board.
 - d. For ongoing, major activities - establish Standing Committees; for short-term activities, establish Ad Hoc Committees that cease when the activities are completed. If a Standing Committee is established, it should be included within the Board By-Laws.
 - e. Committees should have a specific charge or set of tasks to address, should ensure Board members understand the Committee's charge and should be noted in the Board meeting minutes.
 - f. At each monthly Board meeting, the Committee Chair shall report the Committee's work since the past Board meeting.
 - g. Committees can recommend policy for approval by the entire Board.
 - h. Committees should make full use of Board members' expertise, time and commitment, and ensure diversity of opinions on the Board.
 - i. Committees should not supplant responsibility of each Board member; they operate at the Board level and not the staff level.

- j. Committees may meet weekly, monthly, or quarterly; dependent on the task and purpose of the Committee.
- k. Minutes or a Meeting Summary should be recorded for all Board Committee meetings. The next scheduled meeting of each Committee should be noted in the meeting summary. In addition, if possible, the next scheduled meeting of each Committee (with the exception of the Personnel Committee) should be posted on the UPAWS website.
- l. Each of the Committees shall be limited to study and investigation within its particular area of concern and the making of reports and recommendations to the Board for its ultimate action.

Board Development Committee

The Board Development Committee is charged with the following responsibilities:

- a. Identifying the skills and expertise required for a high performance, competent Board and identify any gaps in the current Board Matrix;
- b. Creating a plan for identifying prospective Board members, interviewing and recommending qualified candidates for Board approval;
- c. Advising the Board of any and all applications received;
- d. Planning and conducting orientation for new Board members;
- e. Conducting follow up interviews with new Board members;
- f. Organizing continuing education programs for Board members;
- g. Leading an annual evaluation of the Board;
- h. Facilitating Board member appointments in accordance with the Board Bylaws;
- i. Conducting exit interviews with Board members; and
- j. Chair of the Board Development Committee is responsible for monitoring the boarddevelopment@upaws.org email account and responding to inquiries and suggestions.

Finance Committee

The Finance Committee is charged with the following responsibilities:

- a. Formulating and presenting annual budget recommendations for the upcoming fiscal

- year in coordination with applicable Board Committees;
- b. Reviewing current budget on a quarterly basis; making recommendations for adjustments;
- c. Overseeing endowment accounts and loans; and
- d. Reviewing investments and making recommendations to the Board.

Fundraising Committee

The Fundraising Committee is charged with the following responsibilities:

- a. Reviewing and approving all proposed fundraisers, including third party fundraisers;
- b. Each UPAWS fundraiser has a designated Event Chair who is required to attend the Fundraising Committee meetings throughout the planning and execution of the fundraiser. In the case of third party fundraisers, a liaison from the Committee is appointed to keep in touch with the coordinator of the fundraiser;
- c. Preparing and maintaining a schedule of fundraisers, preparing budgets and reports, and reviewing the fundraisers on an annual basis;
- d. With larger fundraisers, the Event Chair forms a subcommittee to share in the duties of planning, preparing and putting on the fundraiser (this is especially useful for events);
- e. On an annual basis, reviewing the fundraising manual and third party fundraising agreement;
- f. The Chair of the Fundraising Committee is responsible for
 - i. Monitoring the fundraising@upaws.org email account and responding to inquiries and suggestions;
 - ii. Making sure the annual schedule is reviewed and kept up-to-date, as well as ensuring the budgets are prepared and provided to the Treasurer for incorporation into the budget and that fundraising reports have been prepared and placed on file;
 - iii. Preparing agendas, meeting minutes, and disseminate those to the committee along with any other agenda materials; and
 - iv. Maintaining the canister spreadsheet and updating the Fundraising Calendar and Contact list (including providing a copy of the calendar to the Shelter Manager on a monthly basis).

1. The Canister Committee Chair will maintain a list of canister locations and who is responsible for collection. Copies will be provided to the Shelter Manager.
- v. Performing an annual evaluation of fundraising events, and set up annual fundraising schedule, estimating income and expenses per event; and
- vi. Assigning Event Chairs for each event.

Strategic Planning Committee

The Strategic Planning Committee is charged with the following responsibility:

- a. Ensuring the creation of, or finding outside sources to create, the Strategic Plan; which will identify and guide the organization in achieving its goals; and
- b. Review and update the Strategic Plan on an annual basis, in coordination with the UPAWS Board of Directors and Staff.

Personnel Committee

The Personnel Committee is charged with the following responsibilities:

- a. Board President, or Board designee, shall act as the immediate supervisor to the Executive Director and act as the liaison between UPAWS Staff and Board members;
- b. Board President shall serve as the Personnel Committee Chair;
- c. Ensuring the completion of performance evaluations for the Executive Director;
- d. Meeting with the Executive Director and Shelter Manager on a monthly basis for the purposes of creating a joint relationship with the Executive Director and Shelter Manager and to be available for advice, have a “listening ear” as well as act as a “sounding board”; and
- e. Reviewing Personnel Policies and employee job descriptions on an annual basis, making recommendations to the Board regarding any changes in the policies or employee benefits.

Policy/Bylaws Committee

The Policy/Bylaws Committee is charged with the following responsibilities:

- a. Ensuring the review and approval of the UPAWS Mission Statement, Bylaws and Policies on an annual basis. Includes making necessary recommendations to the Board for formal Board approval of the following policies;
 - i. Reviewing and updating the Board of Directors Policies and Procedures;
 - ii. Reviewing and updating the Board of Directors Bylaws;
 - iii. Assisting, upon request, in the review of Personnel Policies and ensuring the Personnel Committee maintains updated and current policies; and
 - iv. Assisting, upon request, in the review of Finance Policies and ensuring the Finance Committee maintains updated and current policies.
- b. Assisting, upon request, in the review of applicable Board Committee Policies and assisting the Committee to ensure updated and current policies are in place; and
- c. Reviewing UPAWS Standard Operating Procedures (SOP's) with Shelter Manager and Executive Director to ensure updated and current policies are in place.

Paws Park Committee

~~The Paws Park Committee is charged with the following responsibilities:~~

- ~~a. Monitoring, evaluating, and ensuring park use is in accordance to the rules, regulations, and etiquette outlined in the Paws Park Registration Packet.~~
- ~~b. Maintaining a list of memberships, sending updates for vaccination renewals and membership renewal dates to members.~~
- ~~c. Performing an annual evaluation of park use, memberships, and registration packet.~~
- ~~d. The Chair of the Paws Park Committee is responsible for:~~
 - ~~i. Scheduling volunteer maintenance of the park;~~
 - ~~ii. Monitoring dogpark@upaws.org and responding to inquiries, complaints, incident reports, and suggestions;~~
 - ~~iii. Making sure the membership spreadsheet is reviewed and kept up-to-date, as well as ensuring members are contacted in a timely manner regarding renewals;~~
 - ~~iv. Monitoring the Paws Park Facebook Group page, and notifying members regarding any closures, maintenance issues, or special events;~~
 - ~~v. Submitting an annual budget for Paws Park, and ordering key fobs and supplies as needed; and~~

~~vi. Preparing agendas, providing updates, disseminating information,
and scheduling committee meetings as necessary.~~

EFFECTIVE: 12/17/2018	REVISED DATE: 07/27/2020	REVISED DATE: 03/28/2022
BOARD SIGNATURE:		

UPAWS Treasurer's Report March 2022

Activities Since Last Report:

- Connected with our auditors to start on the 2021 audit. Field work is scheduled for the week of April 25th. I enquired about completing the audit prior to the first deadline 990 (May 15th) but this will not be feasible. If we wanted that, the audit would have to be done during MTHNK's busy season which would be done at a higher rate. There is no penalty to requesting an extension and is common from nonprofits. I asked that the 990 be done by August 1st and MTHNK agreed and said they would push to have it done even sooner than that. This will give the board ample time to review prior to the final November 15th deadline.

January 2022 Financials:

The January 2022 financials are presented to the Board of Directors for approval after being reviewed by the Finance Committee.

Treasurer's Notes:

Assets:

- Our checking account has stayed right around the \$194,000 mark. For our current budget and all cash assets gives us about 407 days cash on hand.
- Seeing some short term loss in our investments due to the ongoing events in the world but our positions are still up over this time in 2021.

Revenue:

- Donations up due to the national Betty White donations.
- Special gifts over budget. Includes large Benevity gifts and several birthday fundraisers and other special gifts.
- Redeemed animals under budget (which is a good thing for the stray animals in our community!)

Expense:

- Utilities over budget. Partially due to having some items from December. Propane has gotten to be more expensive.
- Employee Relations over budget. Partially due to having some items from December.
- Liability insurance over budget due to having to find a new carrier.
- Computer software coming in over budget.
- Employee expenses are staying close to their budgeted amount.

Respectfully Submitted,
Chris Danik
Treasurer

Upper Peninsula Animal Welfare Shelter
Statement of Financial Position
As of January 31, 2022

	<u>Jan 31, 22</u>	<u>Jan 31, 21</u>	<u>\$ Change</u>
ASSETS			
Current Assets			
Checking/Savings			
1010 · Nicolet Checking	194,736.42	272,221.66	(77,485.24)
1011 · mBank General Savings	0.00	234,455.73	(234,455.73)
1012 · Nicolet Sally's Fund Savings	31,072.61	21,054.56	10,018.05
1013 · mBank Captial Campaign Checking	0.00	68,832.87	(68,832.87)
1016 · mBank Capital Campaign Savings	0.00	32,021.18	(32,021.18)
1018 · Nicolet Money Mrkt Savings 5336	663,688.68	0.00	663,688.68
1070 · PayPal account	165.25	240.51	(75.26)
1071 · Square Account	0.00	3.65	(3.65)
1090 · Cash in Drawer	149.99	150.00	(0.01)
Total Checking/Savings	<u>889,812.95</u>	<u>628,980.16</u>	<u>260,832.79</u>
Accounts Receivable			
1200 · *Accounts Receivable	6,060.50	502.00	5,558.50
1524 · Capital Campaign Pledges	33,195.00	49,770.00	(16,575.00)
Total Accounts Receivable	<u>39,255.50</u>	<u>50,272.00</u>	<u>(11,016.50)</u>
Other Current Assets			
1080 · Petty Cash	400.00	400.00	0.00
12100 · Inventory Asset	(188.50)	142.42	(330.92)
1499 · Undeposited Funds	(5.30)	0.00	(5.30)
1540 · Allowance for Uncol Promises	(7,298.00)	(7,298.00)	0.00
1550 · Discount-CC Pledges Receivable	(3,500.00)	(3,500.00)	0.00
1607 · Employee loan	(1,013.41)	(1,013.41)	0.00
Total Other Current Assets	<u>(11,605.21)</u>	<u>(11,268.99)</u>	<u>(336.22)</u>
Total Current Assets	<u>917,463.24</u>	<u>667,983.17</u>	<u>249,480.07</u>
Fixed Assets			
1611 · Land - County Rd 553	20,586.75	20,586.75	0.00
1615 · Buildings	3,631,114.80	3,631,114.80	0.00
16400 · Vehicles	44,792.00	44,792.00	0.00
1645 · Office & Kennel Equipment	5,615.86	5,615.86	0.00
1650 · New Shelter-Furniture & Equip	96,424.01	95,830.01	594.00
1670 · Accumulated Depreciation	(121,006.30)	(121,006.30)	0.00
Total Fixed Assets	<u>3,677,527.12</u>	<u>3,676,933.12</u>	<u>594.00</u>
Other Assets			
1074 · WF Endowment Fund Investments	288,090.73	273,771.99	14,318.74
1700 · Beneficial Interest in MCCF	101,700.19	101,700.19	0.00
1702 · Beneficial Interest-Dixon F B	716,503.80	678,760.95	37,742.85

9999 · Point of Sale General Asset	(4.00)	(32.00)	28.00
Total Other Assets	1,106,290.72	1,054,201.13	52,089.59
TOTAL ASSETS	5,701,281.08	5,399,117.42	302,163.66
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2001 · *Accounts Payable	2,431.13	8,572.65	(6,141.52)
Total Accounts Payable	2,431.13	8,572.65	(6,141.52)
Other Current Liabilities			
2002 · AP-New Shelter Retainage	986.69	986.69	0.00
2025 · Accrued Benefits	4,068.39	4,068.39	0.00
2100 · Payroll Liabilities			
2101 · Federal Tax W/H Payable	563.60	563.60	0.00
2102 · Medicare and SS Payable	1,596.55	1,596.55	0.00
2103 · Michigan W/H Payable	1,501.89	1,007.71	494.18
2104 · Suta Tax Payable	93.10	94.31	(1.21)
2108 · AFLAC pre-tax	(59.43)	(59.43)	0.00
2111 · Simple Plan Payable	573.51	1,596.94	(1,023.43)
2100 · Payroll Liabilities - Other	7,762.92	7,665.32	97.60
Total 2100 · Payroll Liabilities	12,032.14	12,465.00	(432.86)
2330 · N/P Mbank PPP Proceeds	0.00	54,300.00	(54,300.00)
2550 · Sales Tax Payable	871.53	35.85	835.68
Total Other Current Liabilities	17,958.75	71,855.93	(53,897.18)
Total Current Liabilities	20,389.88	80,428.58	(60,038.70)
Long Term Liabilities			
2300 · Mortgage-New Shelter	0.00	1,027,810.98	(1,027,810.98)
Total Long Term Liabilities	0.00	1,027,810.98	(1,027,810.98)
Total Liabilities	20,389.88	1,108,239.56	(1,087,849.68)
Equity			
3001 · Beg Net Assets Temp Restricted	1,230,388.00	1,230,388.00	0.00
3002 · Beg net Assets Perm Restricted	294,517.00	294,517.00	0.00
3040 · Beg net Assets Unrestricted	95,970.45	95,970.45	0.00
3900 · Retained Earnings	4,093,009.65	2,679,828.37	1,413,181.28
Net Income	(32,993.90)	(9,825.96)	(23,167.94)
Total Equity	5,680,891.20	4,290,877.86	1,390,013.34
TOTAL LIABILITIES & EQUITY	5,701,281.08	5,399,117.42	302,163.66

Upper Peninsula Animal Welfare Shelter
YTD Budget to Actual
January 2022

	<u>Jan 22</u>	<u>Budget</u>	<u>Jan 22</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense					
Income					
4000 · SHELTER REVENUE					
4005 · Pet Adoptions	7,075.08	6,666.66	7,075.08	6,666.66	80,000.00
4010 · Redeemed Animals	30.00	416.66	30.00	416.66	5,000.00
4012 · Boarding Fee	300.00	166.66	300.00	166.66	2,000.00
4015 · Vet/Optional Care	155.59	83.34	155.59	83.34	1,000.00
4017 · Dog Park	214.05	625.00	214.05	625.00	7,500.00
4018 · Rentals Revenue	0.00	416.66	0.00	416.66	5,000.00
4020 · Government Contracted Services	5,830.50	833.34	5,830.50	833.34	10,000.00
4030 · Dog License Revenue	0.00	33.34	0.00	33.34	400.00
4031 · Microchipping	0.00	291.66	0.00	291.66	3,500.00
4032 · Nail Clipping / Grooming	251.00	1,083.34	251.00	1,083.34	13,000.00
4033 · Community Spay/Neuter Revenue	529.00	666.66	529.00	666.66	8,000.00
4050 · Miscellaneous Services	0.00	50.00	0.00	50.00	600.00
4060 · Cremation Services Revenue	168.75	125.00	168.75	125.00	1,500.00
Total 4000 · SHELTER REVENUE	14,553.97	11,458.32	14,553.97	11,458.32	137,500.00
4100 · DIRECT PUBLIC SUPPORT					
4006 · Pet Care Sponsorship	1,322.88	608.34	1,322.88	608.34	7,300.00
4008 · Pet Promotion Sponsorship	0.00	83.34	0.00	83.34	1,000.00
4109 · Pink Lady	90.00	83.34	90.00	83.34	1,000.00
4110 · Donations	38,501.20	21,666.66	38,501.20	21,666.66	260,000.00
4120 · Special Gifts	6,131.61	1,000.00	6,131.61	1,000.00	12,000.00
4123 · Memorial Bricks/Tiles	0.00	416.66	0.00	416.66	5,000.00
4125 · Donated Svs/Material In Kind	598.00	3,083.34	598.00	3,083.34	37,000.00
4135 · Bequests	0.00	4,166.66	0.00	4,166.66	50,000.00
4188 · Naming Opportunities	0.00	2,083.34	0.00	2,083.34	25,000.00
Total 4100 · DIRECT PUBLIC SUPPORT	46,643.69	33,191.68	46,643.69	33,191.68	398,300.00
4156 · GRANT REVENUE					
4157 · General Grants	0.00	1,666.66	0.00	1,666.66	20,000.00
Total 4156 · GRANT REVENUE	0.00	1,666.66	0.00	1,666.66	20,000.00
4200 · FUNDRAISING REVENUE					
4128 · Misc/3rd Party Fundraisers	0.00	137.50	0.00	137.50	1,650.00
4140 · Canisters	578.67	666.66	578.67	666.66	8,000.00
4143 · Econo Receipts	0.00	0.00	0.00	0.00	5,200.00
4144 · Cause for Paws	500.00	0.00	500.00	0.00	23,600.00
4146 · Rummage Sale	0.00	0.00	0.00	0.00	2,100.00
4147 · Strut Your Mutt	500.00	0.00	500.00	0.00	16,200.00
4151 · Raise The Woof	2,742.92	5,850.00	2,742.92	5,850.00	5,850.00
4170 · TUFT Golf Outing	500.00	0.00	500.00	0.00	19,825.00
4183 · Rescue Raffle	0.00	0.00	0.00	0.00	7,600.00
4185 · Lights of Love	20.00	0.00	20.00	0.00	2,600.00
4197 · Calendar	30.00	0.00	30.00	0.00	20,270.00
4204 · MZD Santa Pics	0.00	0.00	0.00	0.00	2,300.00
4299 · Kennel Lock-up Fundraiser	0.00	0.00	0.00	0.00	25,000.00

Total 4200 · FUNDRAISING REVENUE	<u>4,871.59</u>	<u>6,654.16</u>	<u>4,871.59</u>	<u>6,654.16</u>	<u>140,195.00</u>
4500 · OTHER Revenue					
4001 · Volunteer Program	0.00	70.00	0.00	70.00	840.00
4112 · Kids Club	0.00	500.00	0.00	500.00	6,000.00
4205 · Resale Items Revenue	972.06	2,166.66	972.06	2,166.66	26,000.00
4215 · Interest Revenue	28.18	166.66	28.18	166.66	2,000.00
4220 · Miscellaneous Revenue	100.00	66.66	100.00	66.66	800.00
4221 · Endowment Fund Earnings	0.00	0.00	0.00	0.00	8,000.00
4223 · MCCF B.Reider Fund Distribution	0.00	0.00	0.00	0.00	16,000.00
4227 · Distribution from Dixon Estate	<u>0.00</u>	<u>2,500.00</u>	<u>0.00</u>	<u>2,500.00</u>	<u>30,000.00</u>
Total 4500 · OTHER Revenue	<u>1,100.24</u>	<u>5,469.98</u>	<u>1,100.24</u>	<u>5,469.98</u>	<u>89,640.00</u>
Total Income	<u>67,169.49</u>	<u>58,440.80</u>	<u>67,169.49</u>	<u>58,440.80</u>	<u>785,635.00</u>
Gross Profit	67,169.49	58,440.80	67,169.49	58,440.80	785,635.00
Expense					
5000 · Employee Expense					
5129 · Employee Uniforms	0.00	83.34	0.00	83.34	1,000.00
5200 · Payroll Expenses	27.38		27.38		
5201 · Wages & Salaries	31,367.60	30,123.94	31,367.60	30,123.94	361,487.20
5225 · Simple Plan Employer	124.54	225.00	124.54	225.00	2,700.00
5230 · Michigan Unemployment Payable	47.23	29.16	47.23	29.16	350.00
5235 · Employer Social Security	1,944.77	1,813.45	1,944.77	1,813.45	21,761.21
5240 · Employer Medicare	454.80	424.10	454.80	424.10	5,089.31
5245 · Worker's Compensation	243.00	250.00	243.00	250.00	3,000.00
5246 · Employee Relations	805.74	100.00	805.74	100.00	5,200.00
5248 · Dental / Vision	187.79	625.00	187.79	625.00	7,500.00
5250 · Employee Benefits	<u>0.00</u>	<u>1,625.00</u>	<u>0.00</u>	<u>1,625.00</u>	<u>19,500.00</u>
Total 5000 · Employee Expense	35,202.85	35,298.99	35,202.85	35,298.99	427,587.72
5500 · OPERATING EXPENSE					
5009 · Phone/Network Access	279.83	283.34	279.83	283.34	3,400.00
5011 · Merchant Service Fees	681.30	500.00	681.30	500.00	6,000.00
5012 · Bank Service Charges	0.00	12.50	0.00	12.50	150.00
5013 · Paypal Fees	0.00	25.00	0.00	25.00	300.00
5014 · Square Fees	9.35	125.00	9.35	125.00	1,500.00
5050 · Utilities	4,226.81	2,083.34	4,226.81	2,083.34	25,000.00
5100 · Cleaning Supplies	252.61	458.34	252.61	458.34	5,500.00
5102 · Animal Supplies/Equipment	382.83	500.00	382.83	500.00	6,000.00
5105 · Repairs/Maintenance	723.32	833.34	723.32	833.34	10,000.00
5106 · Garbage/Snow Removal	2,832.81	1,405.00	2,832.81	1,405.00	10,000.00
5115 · Office Supplies/Postage	663.46	583.34	663.46	583.34	7,000.00
5117 · Community Spay/Neuter Expense	545.00	916.66	545.00	916.66	11,000.00
5120 · Building/Auto Insurance	30,767.20	916.66	30,767.20	916.66	11,000.00
5125 · Food	169.00	1,208.34	169.00	1,208.34	14,500.00
5127 · Microchips	0.00	833.34	0.00	833.34	10,000.00
5130 · Medical Supplies-Vaccines	887.74	1,266.66	887.74	1,266.66	15,200.00
5135 · Vet Care	2,889.25	6,333.34	2,889.25	6,333.34	76,000.00
5140 · Spay & Neuter Expense	2,385.00	2,083.34	2,385.00	2,083.34	25,000.00
5145 · Vehicle	104.24	125.00	104.24	125.00	1,500.00
5146 · Dog License Expense	0.00	37.50	0.00	37.50	450.00
5150 · Mileage	0.00	66.66	0.00	66.66	800.00
5165 · Cash over/short	(0.04)	8.34	(0.04)	8.34	100.00

5530 · Cremation Services Expense	0.00	166.66	0.00	166.66	2,000.00
6138 · Pink Lady Expense	0.00	166.66	0.00	166.66	2,000.00
6524 · Dog Park	0.00	83.34	0.00	83.34	1,000.00
6539 · Computer Software	781.00	416.66	781.00	416.66	5,000.00
6565 · IT Consulting	0.00	108.34	0.00	108.34	1,300.00
Total 5500 · OPERATING EXPENSE	48,580.71	21,546.70	48,580.71	21,546.70	251,700.00
5600 · FUNDRAISING EXPENSE					
5299 · Kennel Lock-up EXPENSE	0.00	0.00	0.00	0.00	500.00
5603 · MZD Santa Pics Expense	0.00	0.00	0.00	0.00	25.00
6307 · Calendar Expense	0.00	0.00	0.00	0.00	3,775.00
6311 · Cause for Paws Expense	0.00	0.00	0.00	0.00	7,080.00
6312 · Rummage Sale Expense	0.00	0.00	0.00	0.00	100.00
6315 · Misc/3rd Party Fund Expense	0.00	16.66	0.00	16.66	200.00
6317 · Raise The Woof Expense	870.00	3,490.00	870.00	3,490.00	3,490.00
6322 · Rescue Raffle Expense	0.00	0.00	0.00	0.00	2,280.00
6324 · Miscellaneous Expenses	0.00	4.16	0.00	4.16	50.00
6330 · TUFT Golf Outing Expense	0.00	0.00	0.00	0.00	7,466.00
6355 · Lights of Love Expense	0.00	0.00	0.00	0.00	100.00
6550 · Strut Your Mutt Expense	0.00	0.00	0.00	0.00	2,350.00
Total 5600 · FUNDRAISING EXPENSE	870.00	3,510.82	870.00	3,510.82	27,416.00
6000 · OTHER EXPENSE					
5142 · Volunteer Program	74.00	100.00	74.00	100.00	1,200.00
6313 · Direct Solicitations	0.00	0.00	0.00	0.00	10,800.00
6503 · Community Outreach	161.84	166.66	161.84	166.66	2,000.00
6504 · Memorial Bricks/Tiles	0.00	291.66	0.00	291.66	3,500.00
6505 · Professional Fees	0.00	750.00	0.00	750.00	9,000.00
6510 · Publications	0.00	0.00	0.00	0.00	15,000.00
6511 · Pet Promotion Expense	121.41	312.50	121.41	312.50	3,750.00
6515 · Promotions & Advertising	68.00	70.84	68.00	70.84	850.00
6523 · Kids Club	0.00	83.34	0.00	83.34	1,000.00
6525 · Resale Items Expense	304.23	1,083.34	304.23	1,083.34	13,000.00
6530 · Conferences / Training	0.00	333.34	0.00	333.34	4,000.00
6532 · Donor Development	33.50	146.25	33.50	146.25	1,755.00
6533 · Strategic Planning	0.00	100.00	0.00	100.00	1,200.00
6535 · Licenses, Dues, Permits & Fees	0.00	100.00	0.00	100.00	1,200.00
6540 · Miscellaneous Expense	154.34	41.66	154.34	41.66	500.00
6561 · Investment Expense	763.61	0.00	763.61	0.00	0.00
6688 · Naming Opportunity Expense	0.00	83.34	0.00	83.34	1,000.00
Total 6000 · OTHER EXPENSE	1,680.93	3,662.93	1,680.93	3,662.93	69,755.00
Total Expense	86,334.49	64,019.44	86,334.49	64,019.44	776,458.72
Net Ordinary Income	(19,165.00)	(5,578.64)	(19,165.00)	(5,578.64)	9,176.28
Other Income/Expense					
Other Income					
4226 · Change in Value-Dixon Trust	0.00	0.00	0.00	0.00	0.00
4300 · Unrealized Gain/Loss	(14,928.90)	0.00	(14,928.90)	0.00	0.00
4400 · RESTRICTED REVENUE					
7300 · New Shelter					
4219 · New Shelter Revenue	0.00		0.00		
Total 7300 · New Shelter	0.00		0.00		
7400 · SALLY'S FUND					

4218 · Sally's Fund Revenue	1,100.00	0.00	1,100.00	0.00	0.00
6518 · Sally's Fund Expense	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total 7400 · SALLY'S FUND	<u>1,100.00</u>	<u>0.00</u>	<u>1,100.00</u>	<u>0.00</u>	<u>0.00</u>
Total 4400 · RESTRICTED REVENUE	<u>1,100.00</u>	<u>0.00</u>	<u>1,100.00</u>	<u>0.00</u>	<u>0.00</u>
Total Other Income	<u>(13,828.90)</u>	<u>0.00</u>	<u>(13,828.90)</u>	<u>0.00</u>	<u>0.00</u>
Net Other Income	<u>(13,828.90)</u>	<u>0.00</u>	<u>(13,828.90)</u>	<u>0.00</u>	<u>0.00</u>
Net Income	<u><u>(32,993.90)</u></u>	<u><u>(5,578.64)</u></u>	<u><u>(32,993.90)</u></u>	<u><u>(5,578.64)</u></u>	<u><u>9,176.28</u></u>

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of January 2022

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2022	\$865,195.54	\$776,458.72	\$2,127.28	407	(Year to Date)
2021	\$882,513.53	\$774,749.62	\$2,122.60	416	
2020	\$645,045.70	\$753,663.47	\$2,064.83	312	
2019	\$415,591.49	\$741,157.74	\$2,030.57	205	
2018	\$311,797.49	\$521,136.55	\$1,427.77	218	
2017	\$215,192.09	\$536,174.67	\$1,468.97	146	
2016	\$201,661.55	\$602,450.00	\$1,650.55	122	
2015	\$152,858.00	\$576,669.00	\$1,579.92	97	
2014	\$191,970.00	\$520,354.25	\$1,425.63	135	
2013	\$146,529.00	\$431,923.23	\$1,183.35	124	
2012	\$147,882.00	\$451,620.63	\$1,237.32	120	

Cash Less Restricted Funds includes: General Checking Account, Money Market Account, Accounts Receivable, Square balance, Paypal balance, Petty Cash, Cash in Drawer, and Undeposited Funds

Executive Director Report

I. Animal Care and Operations

a. Success Stories –

Gage – Gage, who is a 15-year-old Shetland Sheepdog came to us on 3/19/22 as his former owner has gone into assisted living. Gage needed some medical and grooming care once he arrived. He also needed extensive dental work. Ann created a Facebook fundraiser to cover the cost of his dental care. The online fundraiser raised \$1,360 and the most exciting part was that he was adopted the next day.



Five Transfers – In the final two weeks of March our staff wanted to take on the challenge of seeking as many transfers as possible. There has been a lot of overpopulated shelters across the country with the great need of placement of these animals. Many of the shelters only solution is euthanasia if they cannot find placement for their animals. We have or will be receiving animals from Alabama, DAAC, HATS, Branch County Animal Control, and Missouri. The total intake number of animals is still pending as some of the transfers are still to come, but as of right now the numbers are 42 cats and 21 dogs as part of the transfers. These transfers would not be possible without our great volunteers, as the volunteers help with transporting the animals to UPAWS.

b. Animal Care Staff Training Plan for March – Please see attachment

All animal care staff completed their training hours for the month of February. Their summaries on their trainings had great insight and understanding of their materials.

c. Vet Committee – did not meet in the month of March (currently meets every other month)

II. Property

- a. **Front Highway Sign (Update)** –As stated last month we received two quotes for the electrical for the sign, but they were not comparable quotes, and the quotes were significantly different cost wise. Even though all the companies received the same specifications of what we are looking for they all came back very different. I had the one vendor come back out in the month of March and requote. Their original quote was with the idea that their energy source for the electric of the sign would come from a parking lot light post. Once they requoted, they realized that was not an option and the energy source would need to come from the building. The vendor then had to come back out to assess the parking lot as the wiring would need to be ran underground. Once they came back out, they said they had to wait for warmer weather as the parking lot had too much ice and snow. I still have not received their quote. If I do not receive their quote in the last week of March, I will go in a different direction and find another vendor to quote. My suggest is that the sign and electrical will need to be approved in the month of April so that we can meet our summer deadline. This will be a top priority in the upcoming weeks.

III. Human Resources

- a. **Resignation** – One of our full-time animal caregivers has resigned as she is moving back home to lower Michigan. Her last day will be April 30th. Her position will be posted on Indeed in the upcoming week.

IV. Emergency Action Plans – please see attachment

Brian Hummel and I met in the month of March as he reviewed my emergency action plans. This is just the first stage as more will be added over time. Brian, Colin Bertram, and I will be conducting trainings and drills on the emergency actions plan for staff and volunteers in the month of April and May. A big thank you to Colin Bertram (UPAWS employee and former first responder) as he did a fire safety audit on our property and gave several excellent recommendations and guidance on the action plans.

V. Business

- a. **Address Change** – The finance committee and the board president have recommended that we switch our official mailing address from the PO Box to the shelter address. The attached document is the outline of how we will implement the changeover.

VI. Fundraising – Please see 1st Quarter Development Report

Upper Peninsula Animal Welfare Shelter

Animal Care Staff Training Plan

March 2022



1. Fear Free Pets Podcast

Episode – The Power of the Treat Ladder

<https://podcasts.apple.com/us/podcast/the-power-of-the-treat-ladder/id1531743037?i=1000539939628>

Instructions – Please listen to the podcast and write a summary of what you learned from the podcast

Training Time – 1 hour

2. Emotional Contagion from Humans to Dogs (Scientific Journals)

Based on Duration of Ownership

Instructions – Please read the journal and write a summary of what you learned from the journal

Training Time – 1 hour

3. Michigan Pet Alliance Webinar

Month Topic – Spay/Neuter Myths

March 15th, 2022 6pm

Community Room

Instructions – Join with your co-workers during the live broadcast streaming from the community room. If you cannot make it to the webinar, you will have to watch the rebroadcast and send me a summary of what you have learned.

Training Time – 2 hours

4. Peer to Peer Training (Mandatory for all Animal Staff)

Supporting Your Fearful Pet: Decompression and Enrichment – Ryan McLaren

March 23rd, 2022 – 10:30am – 11:30am

Community Room

Instructions – All animal care staff must be at this training. There will be a test at the end of this training.

Training Time – 1 hour

Upper Peninsula Animal Welfare Shelter

Emergency Action Plans

I. Fire

Radio Code – Green

Special Requirements: All shelter coordinators must be trained and drilled in being emergency point person(s) for each shift to do head counts when evacuation is near-complete, and again when believed it is complete. The individual is the main communicator on the radio system during an emergency. In monthly schedule a shelter coordinator needs to be assigned the emergency point person on premise.

A. If you notice a fire in the building or exterior:

1. Radio staff using a clear voice and urgent tone the presence of a fire, the fire's location, and for everyone to evacuate the building. Be clear and repeat the alert so that it is understood by all staff. (Example: "There is a fire in cat adoption! There is a fire in cat adoption! Everyone evacuate the building!")
2. Coordinators may opt to call 911 services if the fire does not pose an imminent danger to themselves or visitors, otherwise they should follow evacuation procedure in section (B) below.

B. When hearing radio alert for a building fire:

1. If near a fire extinguisher, remove it to take with you. Staff however are NOT to use fire extinguishers to fight the fire, but only to suppress fires in required lanes of escape such as doorways and exits.
2. Staff are to proceed using the indicated red EXIT signs towards the closest, safest exit of the building. If staff are with visitors or volunteers, they will instruct them to follow, taking note on the number they are accompanying, and then immediately exit the building.
3. Staff are under no circumstances to attempt to rescue or handle animals during evacuation of the building, this is the role of emergency services. Staff's first responsibility is to themselves, and secondly to other human lives that are non-staff.
4. Staff will move quickly to the designated "safe meeting point" which will be the dumpster at the northeast section of the paved shelter lot and remain there until instructed by emergency point person or emergency services it is safe to leave. Under NO circumstances will staff attempt to re-enter the building, or leave the safe meeting point unless an imminent, life-threatening danger requires them to do so.

C. Emergency Point Person

1. If discovering the fire follow instructions above in sections A and B with the exception of instruction B-4.
2. The emergency point person is to grab the emergency clipboard located in the lobby, but if unable to do so, they will have to refer to emergency protocol file which they will all have access to on the Google Drive.
3. After the applicable steps in A and B have been carried out and reaching the meeting point, the emergency point person will first initiate the count of staff and volunteers using scheduling app and check off each name, and total count. Then after it is believed all are present, a second check should be completed to verify. Anyone missing can be relayed to arriving emergency services, and/or updated by calling 911 and notifying them of anyone still inside the building. Emergency point person are not to allow anyone to leave the safety zone after arriving unless instructed it is

safe to do so by emergency services or due to imminent, life-threatening danger.

II. Shelter Evacuation – Animals

Radio Code – Green

Notification – This evacuation is if animals need to be removed from the building within an allotted amount of time and there is no threat of human loss.

A. The Emergency Point Person:

The emergency point person will announce the radio code and follow stages A through C in the fire evacuation plan. Once it is declared that all people are accounted for, and emergency services have made the decision that people are allowed in the building the following steps will need to take place in under 30 minutes.

B. Evacuation of Animals:

The emergency point person will assign staff to evacuate from the following areas -

1. Cat Adoption:

Cats will be taken from colonies and separated into center kennels, after filling each section two staff can wheel the section outside through easiest, safest route. Two cats can be separated into each kennel with divide in-place, which allows over 40 cats to be housed in just this manner. Additional cats over this limit will be housed together if already placed in that way, and under red category cats will be doubled up or if there's time, put into breakdown crates from garage.

2. Small Critters:

These animals will already be in separate crates or cages and will be carried out as seen fit by staff designated by supervisors, or the supervisors themselves.

3. Cat Hold and Lobby Critters:

The emergency point person will designate one person for each of these tasks respectively. The critters up front (i.e. snakes and other reptiles etc) will be carried out in their respective cages they are already in. The cat holds can have the cats wheeled out in their kennels similar to cat adoption.

4. Large Dog/Small Dog/Dog Holds/Front Feature Rooms:

This will be designated starting with at least one person to grab each dog that is under red level danger and bring them to the dog park and be put in the larger section of the park. The dogs of red level will have to be secured by staff that can handle them to the rails of the horse barn on the north side of the building, or otherwise in the stables themselves. If a dog is small enough, and there is time enough to do so, the dog can be carried out in a crate and placed with the others in the dog park.

Note: 10 pop up kennels will be made available from the outside shed to store dogs if needed.

III. Weather Safety Locations

Radio Code – Orange

A. Weather Safety Alert:

When the weather safety alert goes off (location lobby and admin office) the emergency point person should give the radio code and communicate where humans should take shelter. If

there is enough time any cats that are in the cat rooms should be removed and stored into central kennels so that such animals can be removed from exterior windows.

B. Weather Safety Room:

The weather safety room is identified as the laundry room on the property. It is a central location, has good ventilation, no windows, and two exits.

C. Roll Call:

Once secured in weather safety room the emergency point person should conduct a roll call of who was on schedule of that day between employees and volunteers. If a person is missing the emergency point person should radio to try and find individual

D. Release from Safety Room:

The emergency point person should receive an alert from the weather safety system notifying that dangerous weather has passed. Once the notification has been given, the emergency point person should check both exits for safe exit. Once the safe exit has been declared, individuals will be allowed to leave room.

E. Safety Check of Animals:

Once individuals are released from safety room their priority should be to make sure that the animals are secure and safe. If animals need to be evacuated, please follow the animal evacuation plan.

F. Building Evaluation:

Once individuals and animals are secure a thorough evaluation of the building should take place to assess any damage or safety issues due to the weather.

IV. Active Shooter

Radio Code – Red

Incident Response Considerations:

Active shooter incidents often begin and conclude quickly, and the incident may be at any location in the organization or facility. This leaves the emergency point person no time to coordinate response procedures with law enforcement and employees. The response to a specific incident will depend on the circumstances unique to that incident. However, there are general procedures that apply to all active shooter incidents.

A. Employees:

1. First to Identify:

The first individual to identify an active shooter must secure self and then through the radio system give the radio code.

2. Evacuate to Outside Safety Zone:

Once radio code is given all individuals in the building will need to evacuate the building and reach outside safety zone.

3. Inside Coverage:

If evacuation of outside safety zone is unattainable, try and secure in the inside safety zone (laundry room). Lock doors and take cover.

4. Inside and Outside Zones Unattainable:

Take coverage away from shooter and try to find a safe location in a room in which doors lock. Close blinds, turn off lights, and cover windows and doors.

5. Call 911:

Once in a safe location call 911 if possible. Do not leave safety location until law enforcement arrive and give instructions.

6. Roll Call:

Once law enforcement gives instructions and declare property safe, the emergency point person should give law enforcement the roll call of that day to identify all people on the property.

B. Animals:

Once law enforcement has declared the building safe and have given permission to evaluate animals, staff must check on the well being and safety of all animals. If animals need to be evacuated, please follow the animal evacuation plan.

V. Animal Attack

Radio Code: Yellow

Reminder: We have 3 animal safety/attack kits that are located at the employee entrance, community room, and lobby. Each kit has the specific tools to stop an animal attack and emergency medical supplies.

A. Control the Incident:

Remove the attacking animal away from the defending animal. However, it's important to break up the altercation without putting yourself at risk. Avoid grabbing the attacking animal by the neck or head when you're trying to separate it from the defending animal; this puts you at risk of being attacked or bitten. Instead, try to stop the attack by distracting the animals with tools from the animal safety kits.

B. Radio for Assistance:

Once the animals are secure radio for assistance and use the radio code.

C. Tend to Wounds and Seek Medical Attention:

Once the defending animal is away from the other attacking animal, you can better determine what injuries the defending animal suffered due to the attack. If it is a minor injury seek assistance from the UPAWS Veterinarian Assistant. The Veterinarian Assistant at that time might assess that further veterinarian care will need to be taken place.

VI. Medical Emergency

Radio Code – Blue

A. Observe Situation:

If there is a medical emergency that is life threatening or cannot be treated with a first aid kit, 911 must be called. Once 911 is called, the radio code should be announced through the radio system and also seek assistance.

B. Retrieve Safety Kit:

Once 911 is called retrieve a safety kit from one of the wall locations. Do not move the individual unless the first responders have given direction to do the following.

C. Assist First Responders:

Assist first responders by bringing them to the individual who needs medical care and communicate the situation.

D. Incident Report: Once first responders have assisted with the person in need, an incident report must be filled out.

VII. Power Failure

Radio Code – Black

A. Communication:

Emergency point person will communicate through the radio system the radio code and give direction.

B. Head Lamps:

The emergency point person will retrieve and distribute head lamps so staff and volunteers can see through the building

C. Evacuate Public:

If during business hours, the emergency point person will need to escort the public out of the building. Any business transactions would have to wait until the following business day.

D. Secure Water:

The animal care staff should be securing water for animals.

E. Secure Animals:

Make sure that all animal habitats are secure, and that the overall wellbeing of the animals is in place.

F. Contact Power Company:

The emergency point person should contact the local power company to understand the timeline of when the power will be operational.

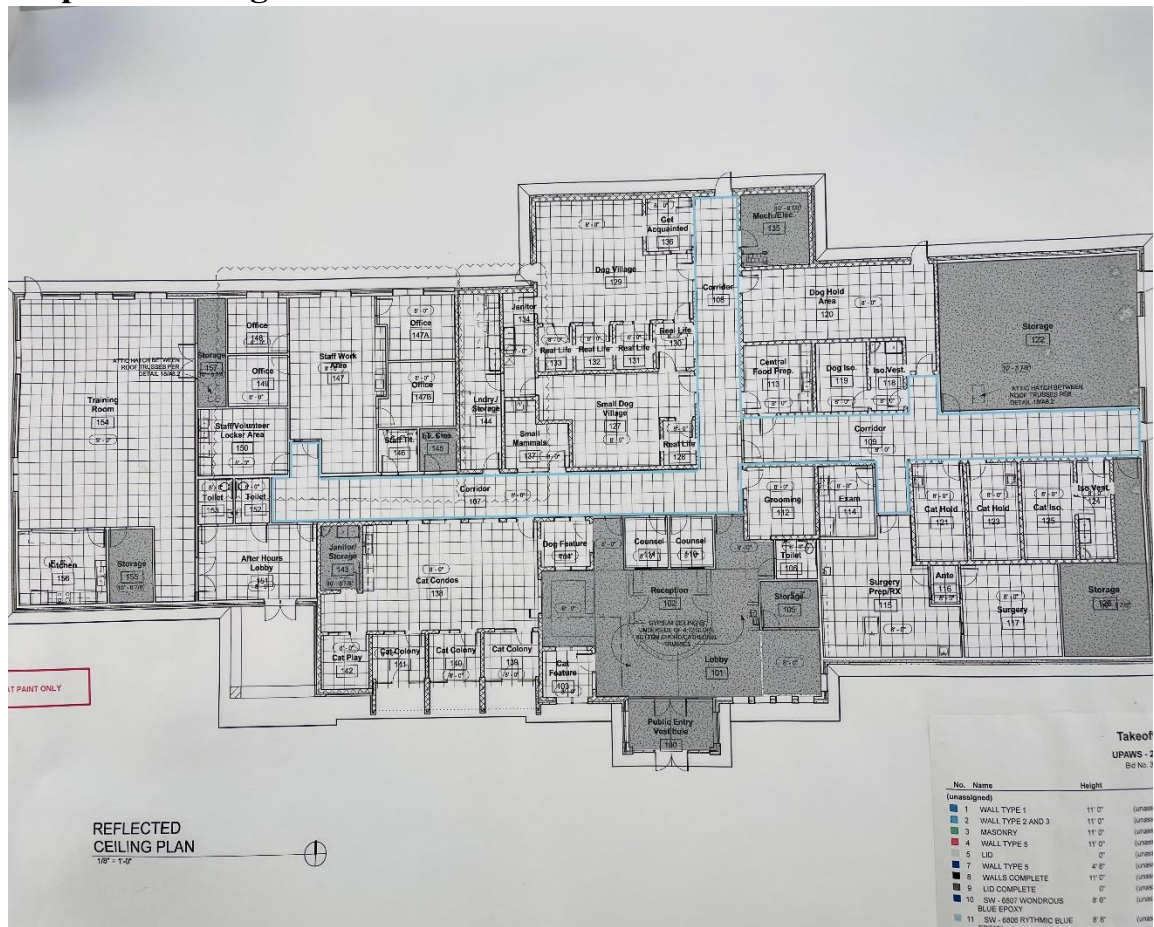
G. Decision on Public Operations:

If there is no power during non-business hours, a decision by the emergency point person will need to be made if the building will be open to the public during business hours. If the power is not operational within an hour of business hours, the decision needs to be made to close to the public for the day.

H. Communication of Closing:

If there is no power for business hours, communication needs to be made via social media on closure.

VIII. Map of Building



Upper Peninsula Animal Welfare Shelter


Radio Emergency Code Names



- **Can Some One Play Fetch With Spot?** – Assistance needed at the front desk
- **Code Red** – Imminent Danger
 - An active shooter is in the building or there is a hostage situation.
 - Get into your safety zone
- **Code Green** – Emergency – Evacuate Building
 - Listen to instructions from the coordinator
 - Report to your assigned location away from the building
- **Code Orange** – Dangerous Weather
 - Listen to instructions from the coordinator
 - Take coverage in safety room
- **Code Yellow** – Animal Attack
 - Deescalate the situation
 - Retrieve an emergency/safety kit
- **Code Blue** – Medical Emergency
 - Call 911
 - Retrieve an emergency/safety kit
 - Secure Human and Animals
- **Code Black** – Power Outage
 - Make sure generator is on
 - Secure animals
 - Decision on being open to the public
- **Code Purple** – Animal is Deceased
 - Listen to instructions from Vet Assistant
 - Follow procedures for deceased animal

P.O. Box to Shelter Address Timeline and Action Plan



Action	Due Date	Responsible Party
Communicate with our lawyers about change over	4/1/22	Bill Brutto
File form 8822-B for IRS	4/15/22	Lawyers/Corey Hollowell
Notify USPS	4/15/22	Reva Laituri
Raffle, gaming, bingo, or lottery licenses	4/15/22	Lawyers/Chris Danik
Local tax accounts or exemptions	4/15/22	Corey Hollowell
Banks, investment companies, and other financial institutions	5/1/22	Corey Hollowell/Chris Danik
Insurance Providers	5/1/22	Bill Brutto
Utility Companies	5/1/22	Corey Hollowell
Vendors and local businesses	5/1/22	Corey Hollowell
Foundations, corporations, government grantmakers, and other major sources of funding	5/15/22	Bill Brutto
Contracts and Municipalities	5/15/22	Bill Brutto
Purchase of new locked mailbox and installation  - Total cost is \$363.33 (box, post, mount plate)	6/1/22	Bill Brutto
Solicitation Materials	6/1/22	Bill Brutto
Website	6/1/22	Ann Brownell
Email Signatures	6/1/22	Bill Brutto
Organization Letterhead	6/1/22	Ann Brownell
General Public and Donors (Mass Email)	6/1/22	Ann Brownell
Donor Management Software -?	6/1/22	Leslie Hurst
Last Day of PO Box	12/31/22	Bill Brutto

Volunteer & Community Outreach Coordinator Report March 2022

Volunteer

- *Signed up for Resolve to Get Involved* networking event on 4/11. Colleen Whitehead and I will attend.
- Working on filling open in-shelter volunteer opportunities
- Updating Volunteer Orientation 101 training video
- Foster homes – Two pregnant cats – Fosters found

Community Outreach

- Webinars:
How to Create and Use Non-Profit Dashboards.
Surviving Rescue - The Rabid Reality with Tia Torres of Pit Bulls and Parolees.
- Transfer:
Humane Animal Treatment Society (HATS) transferred 14 cats on 3-20. As of 3-23, one is still available, with the rest adopted.
Mobile Cat Transport Alabama transfer planned for cats on 3-29.
Dog transfer from Downstate Branch County AC. As of 3-23, looking for transport volunteers to go to Bridge. Six dogs.
- Pet Gazette Newsletter
 - Working on - 95% finished. Next step, off to Print.
- Retail:
Coordinate and maintain inventory; ordering, receiving, and pricing.
- Website, social media, e-news:
 - 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, Swick Pets, pet sponsorships and Pet Adoption portal, including the development of pet biographies, and pictures.
 - Employee Pet Pick – new advertising weekly pet feature.
- Media (Community Outreach):
 - ABC10TV – Pet of the Week segment.

- Other:
 - Grey Muzzle Grant: Wrote and submitted.
 - Maintain Sign-Up Genius appointment scheduling for Meet & Greets and Grooming Room
 - Platinum Partner banners-designed - directive from Executive Director.
 - Various projects per Executive Director
 - Helping upfront when needed.

Submitted March 23, 2022

Ann Brownell

February 2022		<5 mos.		<5 mos.		OTHER	TOTAL	
		DOGS	PUPS	CATS	KITS			
	In Shelter	13	0	28	11	7	59	
	In Foster	11	7	10	24	0	52	
	TOTAL Beginning Count	24	7	38	35	7	111	
INTAKE								YTD
	Owner Surrender	16	0	16	6	0	38	70
	Returned Adoption	4	0	1	0	0	5	7
	Stray (from Police, Public and Shelter Pickup)	5	0	6	0	0	11	23
	Born in Care	0	0	0	7	0	7	7
	Transferred from Other Shelters	3	0	0	0	0	3	45
	Special Hold/Service In	1	0	0	0	0	1	1
	Seized/Custody (Cruelty & Neglect)	1	0	0	0	0	1	1
	Total Intakes	30	0	23	13	0	66	154

OUTCOMES

Adoptions (shelter, foster home or special event)	21	1	39	25	4	90	163
Total Adoptions YTD	43	13	54	39	14	163	
Returned to Owner	6	0	1	0	0	7	11
Transferred to Rescue Groups/Shelters	1	0	0	0	0	1	1
Total Live Outcomes	28	1	40	25	4	98	175
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	0
Dying	0	0	0	0	0	0	0
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	0	0	0	0	0	0	0
Died at shelter/foster home - Unknown	0	0	0	0	0	0	0
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason							
Total Euth/Died/Other Outcomes	0	0	0	0	0	0	0
In Shelter	18	0	10	6	3	37	
In Foster	8	6	11	17	0	42	
TOTAL Ending Count	26	6	21	23	3	79	

SAVE RATE (Intake- Euthanasia Outcome)/Intake	100.0%	100.0%
ASPCA Live Release Rate (Live Outcomes/ Intake)	148.5%	113.6%

OTHER INFO	Dogs	Cats
Avg. Length of Stay	10.3	9.2
Monthly Return Rate (returns/adoptions)	18%	2%

FEBRUARY 2022 - CLINIC SERVICES	DOGS	CATS	OTHER	TOTAL	YTD
Owner Requested Euthanasia	0	1	0	1	1
Bite Hold (for Owner)	1	0	0	1	1
Spay/Day	7	9	0	16	23
Community Spay/Neuter (Spay It Forward)	0	0	0	0	0
Microchipping	2	0	0	2	2
Domestic Violence	1	0	0	1	1
Pending Investigation	0	0	0	0	0
Boarding	0	0	0	0	0
Dog Park Permits	0	0	0	0	4
Service - Home 2 Home	2	1	1	4	7
Service - Nailtrims	5	0	0	5	21
Service - Dog Licenses	2	2	0	4	4
Service - Cremation Services	0	0	0	0	0
Total	20	13	1	34	64

Board Development Committee Meeting Minutes

Chaired by: Colleen Whitehead

Date: February 10, 2022 5:00 pm – meeting held via Zoom

Members Present: Reva Laituri, Lynn Andronis, Kathi Fosburg and Linda Roncaglione

- ❖ Committee discussion on Board recruitment options.
 - Website: information to be forwarded and posted by Ann
 - Facebook: information to be forwarded to Ann
 - Grow & Lead: possible option for an email blast. Colleen was tasked with following up.
 - GINCC: possible option for an email blast. Colleen was tasked with following up.
 - NMU: possible option. Lynn was tasked with following up.
 - Newsletter: information to be forwarded to Ann
 - Colleen and Kathi did contact two of the individuals discussed to explore their interest in serving on the Board. One has agreed to submit her application, the other declined to apply at this time.
- ❖ The discussion and review of Committee pending items included:
 - Reviewed final, approved quarterly Training Plan for the Board.
 - Overview of UPAWS Programs & Services (March – B. Brutto)
 - Review of Financial Statements and Budgeting Process (June – K. Fosburg)
 - Overview of the No-Kill Equation and Fear Free Principles (September – Scott, Jessi, Reva and Lynn)
 - Overview of Shelter Operations (December – B. Brutto)
 - Board Vacancies:
 - There are two Board members (Reva and Amber) who have terms ending in July and are not eligible to be reappointed.
 - Brian's term ends in 2022 and he is eligible for re-appointment.
 - There are an additional 5 vacant Board positions - one expiring in 2022, two expiring in 2023 and two expiring in 2024.
 - There are no pending or under review Board member applications
- ❖ 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:

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

UPAWS Finance Committee Agenda

Meeting Date: Wednesday, March 23, 2022 at 5:30pm

Meeting Location: Back Office

This meeting was not able to be held due to inclement weather. We attempted to move the meeting to Google Meet but the chair lost internet connectivity due to the inclement weather.

In place of the meeting, the committee communicated by email to review on the following items:

- 1) Review of January Financial Reports: The committee reviewed the January Financial Reports and several questions were raised and answered.
- 2) Review of Community Fund of Marquette County Spending Allocation: The CFoMC approved a 4.5% spendable allocation for both funds benefiting UPAWS. This includes the Bernadette Reider UPAWS Designated Fund and the UPAWS Agency Fund. The committee discussed the options of either requesting the distribution of the funds, reinvesting the funds, or allowing the available balance to remain spendable. The committee recommends that UPAWS request the available balances of both be distributed to UPAWS. This recommendation will be presented to the UPAWS Board as a Report & Recommendation at their March meeting.

Next Meeting: Wednesday, April 20th at 5:30pm in the UPAWS Back Office area

Respectfully submitted,

Chris Danik
Treasurer / Finance Committee Chair

Personnel Committee Report
March 9, 2022, 10:00 a.m.
UPAWS Shelter

President: Chair Reva Laituri, Lynn Andronis, Colleen Whitehead
Staff: E.D. Bill Brutto

Bill reported he is working on the following:

- Job Description for a Behavior Coordinator
- Updating Volunteer/Community Outreach Coordinator's job description
- Upgrading the part-time supervisor to full time, if affordable

The committee reviewed the most recent draft of the amended Supervisor job description and will be providing a final version for approval by the board. It was noted that if approved, the wage scale will need to be amended to reflect the job title change.

Reva informed Bill she was in the process of setting up a date and time for his 6-month review and inquired as to his availability on tentative dates.

The meeting was adjourned at 10:58 a.m.

Respectfully submitted,

Reva Laituri

Chair

The next regular meeting is April 13, 2022.

POLICY & BYLAWS COMMITTEE

Chaired by: Colleen Whitehead

Date: March 16, 2022 5:30 pm at UPAWS

Members Present: Colleen Whitehead, Reva Laituri, Leslie Hurst, Brian Hummel and Linda Roncaglione

Discussion:

- Committee discussed draft language for the R&R for the deletion of Paws Park from the Board Committees policy and also from the Board Bylaws. Colleen will draft R&R documents for Committee member review, plan to be posted by Friday, March 18th and included on the March 28th Board agenda as an action item.
- The Committee reviewed the revised draft Privacy Notice document which was created as a condensed version of the initial document created by the IT Committee. One minor change was noted in the numbering sequence. With this correction the document was agreed upon. Colleen will forward for Bill's review prior to a R&R being developed. It is currently being planned to be on either the March or April Board agenda as a R&R action item for approval.
- Policy Review: Draft "Animal Hold Policies" document forwarded by Bill for Committee review was discussed. After a lengthy discussion, it was agreed that feedback was to be provided to Bill as the document was more accurately classified as an SOP document. Colleen will follow up and provide Bill with the Committee feedback and suggestions regarding consistency in language and the need to accurately reflect either actual or proposed practices. Also discussed the need for a revised SOP to be consistent with language within the municipal contracts.

Next Meeting:

- Next Committee meeting has not been scheduled. Committee members agreed that they will meet on an as-needed basis based upon requests for policy review or assistance by either the Executive Director or the Board.

Donor Development Ad-Hoc Committee Meeting Minutes
March 14, 2022 4:30pm

Attending: Lynn Andronis, Bill Brutto (ED), Chris Danik, Leslie Hurst (Chair), Reva Laituri

- Reviewed Spring Newsletter dates (UPAWS Publication 2022 Due Date Timeline from Bill). DD will produce mailing list for the next two NL's then transition to staff.
- Reviewed Neon Policy and Procedure document - Lynn & Leslie will be consolidating all Neon documentation into this.

TICKLER FILE - work through as many as time allows each month

Donation Processing:

- Confirmed grooming room donations entered as donations. Lynn has entered up to March 8. Created Grooming Room campaign. Leslie will run a report for 4032 and internal note that contains "groom" and add this campaign to the donation.
- Chris will create bcc@upaws.org and forward@upaws.org
- Discussed soft credits. We don't currently use it but it is an option for some situations. We need to look into this further. One possible situation is Facebook Birthday Fundraiser.
- Chris created an Accounting drive and all bookkeeping files are posted here; we use these for Neon data entry.
- Tribute donations. Leslie needs to create an activity for acknowledgees for online donations (same way Lynn does for DRS/PO entries) prior to running NL mailing list.
- Bookkeeper/Administrative Assistant: Job description states *"Ensure all electronic donation information is entered into Quickbooks and/or Neon."* We could start with GEM ACH, GEM Credit Card, Capital Campaign Pledge entry, we will discuss more at the April meeting.

Memberships:

- Lynn entered Platinum Partner memberships for 2022.

Volunteer:

- Leslie is continuing to work on entering Brat Barn, TUFT, Rummage Sale, LU, Holiday Store, RTW.

Next Meeting: April 11, 4:30pm UPAWS Back Office Area - Leslie out of town so rescheduling.