

UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Monday, November 28, 2022 / 6 p.m. / Cliffs-Eagle Mine Community Room

<p>Mission:</p> <p>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.</p>	<p>Vision:</p> <p>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.</p>
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Agenda

1. Call to Order/Attendance
2. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
 - a. October 24, 2022 Regular Meeting
 - b. Nov 7, 2022 E-Vote Results Accepting 2021 990
6. Unfinished Business
7. New Business
 - a. 2021 Audited Financial Statements, Paul Nardi, MTHNK
 - b. Report & Recommendation from Executive Director RE: Change in Vendor for Garbage Removal
 - c. Report & Recommendation from Finance Committee RE: Portfolio Changes
 - d. UPAWS Blueprint for Excellence Report from MPA
 - e. Board Work Session Priorities
8. Communications
9. President's Report
10. Treasurer's Report
 - a. October 2022 Financials
11. Shelter Operations Report(s)
 - a. Report from the Executive Director
 - b. Stats
12. Committee Reports
 - a. Board Development Committee Report (Colleen)
 - b. Finance Committee Report (Chris) – Written

- c. Fundraising Committee Report (Lynn) - Written
- d. Strategic Planning Committee Report (Brian)
- e. Personnel Committee Report (Leslie) - Worked via email, no report.
- f. Policy / Bylaw Committee Report (Colleen)
- g. Donor Development (Ad Hoc) (Leslie) – Did not meet

13. Public Comment

14. Board Comment

15. Closed Session

16. Adjournment

Next Board Meeting: December 19, 2022, 6 pm, Cliffs-Eagle Mine Community Room at Shelter

UPAWS Blueprint for Excellence Report Review with MPA: Monday, December 12, 2022, 6pm, Cliffs-Eagle Mine Community Room at Shelter

**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING
Tuesday, October 24, 2022
Cliffs-Eagle Mine Community Room**

PRESENT: Lynn Andronis, Chris Danik, Hailey Kimball-Dexter, Brian Hummel, Jessi Hurd, Leslie Hurst, Karen OMeara, Colleen Whitehead

ABSENT: None

STAFF: Bill Brutto, Laura Rochefort, Ann Brownell

GUESTS: None

1. Call to Order/Attendance: Meeting called to order at 6:02 p.m.
2. Approval of Agenda: Chris moved to amend the agenda to add 7.e. discussion of 990. Brian moved to approve the agenda with that change. Chris seconded, motion approved unanimously.
3. Mission Moment: none.
4. Public Comment: none.
5. Approval of Minutes
 - a. August 22, 2022 Regular Meeting: Colleen said that under Guests "Jandren" should be "Jandron." Colleen also noted that there were a couple of motions/seconds where the minutes do not reflect the names of the member who made the motion/seconded. Lynn may have record of this and will provide to the Secretary if she does. Colleen motioned to approve with amendments. Karen seconded. Approved unanimously.
 - b. October 11, 2022 Special Meeting: Colleen said that the title should say "Special Board Members Meeting," the date needed to be updated to October 11, 2022, there were no Staff and no Guests present. Colleen also said that under item 3. July 2022 Financials, it says "parvo" but it should say "panleukopenia," and under c. second quarter financial review, the s on UPAWS should be capitalized. Colleen also said that the U in Leslie's name in the signature block should be lower case. Karen motioned to approve the minutes with amendments. Lynn second. Approved unanimously.
6. Unfinished Business: None.
7. New Business
 - a. Report & Recommendation from the Executive Director RE: Upgraded Technology: Colleen asked which line item in the budget the upgraded technology would come from. Chris said it will probably come out of office supplies, but next year we could consider having a "small equipment" line item. There was some discussion on whether that would be necessary. Leslie asked how many more cameras we need. Chris and Bill said at least 4 (in the lobby, vestibule, parking lot,

and community room), and we may want one on the dog park. We currently have 15 cameras total, 14 working. Chris said the current system will only support 16, and with the new system we can have essentially unlimited cameras. Chris said that the cameras we have in the building right now are very hard to service. Colleen said she was surprised that Bill said there was no camera on the dog park currently because the Dog Park Committee said there would be one. Several Board Members confirmed there is no camera on the dog park. Laura Rochefort (Staff) said: she was told that the old ED/manager didn't want a camera facing the dog park for liability issues. Karen asked if the cameras we have now will interface with the new system. Chris said yes. Colleen asked if the new system would support, for example, a phone system if we wanted to do that. Chris said we have an outside phone server, but in theory we could do that with this new server if we wanted to. Bill added that there would be options if we wanted to add additional cameras. Colleen added that the cost actually seemed very low for the server. Chris added that labor is "free" (donated from him) and that we didn't need a very high end server. Colleen moved to approve the Recommendation. Brian seconded. Unanimously approved.

b. Report & Recommendation from the Executive Director RE: Snowplow Bids: Bill said that he asked 8 different plowing services to get us bids, only received 2 back. He wanted some recommendations from Rick Garrow from his customers. We received recommendations from 2 of their customers. Garrow is 1/2 of what last year's service (Griffin) was charging. Bill spoke with James at Griffin and told him about the difference in the quote and they understood. Colleen asked about the timeliness because of employees coming in in the morning. Bill said it is a concern. Leslie said that Bill should ask about it before we sign. There was some discussion about the different accumulation of snow in different areas of the county, and Bill said Griffin was responsive last year when we told them there was snow at the UPAWS facility. Leslie suggested that Bill take some of the points from the Griffin quote and add them into the Garrow quote before he signs. Bill said he will make it clear that this is a month to month agreement, so if we aren't happy with Garrow, we can switch. Colleen asked what the budget code is and Chris said the plowing code is 5106. Lynn made a motion to approve Bill's Recommendation to use the service of Rick Garrow snow removal, with the additional stipulations that we had in the past from Griffin (point of contact is Bill, snow accumulation, and timeliness). Bill will shoot for 8 a.m. because we have staff coming in. Colleen asked to make sure that Garrow uses animal friendly salt/sand. Karen seconded. Motion passed unanimously.

c. Report & Recommendation from Executive Director RE: Staff Holiday Bonuses: Lynn asked if it included Bill's bonus. Leslie stated it does not. Bill said he used the same structure as used last year. This was discussed at the Finance Committee level. Chris moved to accept the Report and Recommendation. Lynn seconded. Motion approved unanimously.

d. UPAWS Representation on Sasawin Advisory Council: Leslie said Colleen is the UPAWS liaison for SASAWIN and subsequently became a member of their Advisory Council. We have an operational point of contact (Bill). Leslie said she

doesn't think we need 2 representatives. She asked if Bill should also sit on their advisory council or should Colleen remain. Leslie said she views it as two different roles. When Colleen is at a Sasawin meeting, she is wearing a UPAWS hat. Day to day, Bill is the point of contact. Lynn said that she thinks as long as everyone stays in their lane, Bill deals with operational matters and Colleen deals with broader policy, then it works. Year to date, as of end of September, we have had 5 animals for Sasawin. Leslie asked if we are all happy with the current set up. Hailey asked if Colleen and Bill are happy with the set up. Colleen said that she is happy with the arrangement. Bill said that he was interested in helping and didn't need to be on their Advisory Council, he can help in the operational capacity. Leslie said if, down the road, Colleen decides she doesn't want to serve in that capacity, we should discuss how to fill that role. No action to be taken by the Board at this time.

e. UPAWS 990: Chris said that we have to have approval to do an electronic vote on the 990 (UPAWS tax return) because it is not ready to be voted on and it has to be filed on November 15.

Leslie read the electronic vote policy and clarified that the motion has to be made via email. No action to be taken by the Board at this time.

8. Communications: none.

9. President's Report: Lynn and Leslie went and met the new President of NMU and Gavin, VP of Finance at NMU. Colleen asked about the Board Retreat and who the facilitator will be. Leslie said the facilitator will be Deb LaMere (who serves on the Personnel Committee). Colleen would like to go back and add possible topics to the list on the Google Drive. Leslie said that Grow and Lead has a video on what it means to be on a non-profit board that might be a good way to break things up. Colleen said she was contacted by someone from Grow & Lead who wants to serve on the Strategic Planning.

10. Treasurer's Report

a. September 2022 Financials: Chris noted that there is a loss because of our investment account. Colleen asked about the status of requests. Colleen wants to see a printout related to the Naming Opportunities line item. Colleen noted we have not held Cause for Paws in a long time, but there is still money coming in. Chris said that was the beer sales from Cognition. Colleen made a motion to accept the September 2022 financial reports as submitted. Karen seconded. Unanimously approved.

11. Shelter Operations Report(s)

a. Report from the Executive Director (Sept & Oct): Bill said there have been a lot of meetings and trainings for staff. He wanted to thank Brian because we had a great opportunity to create an emergency disaster plan and evacuation plan. Brian helped create the plan and Bill trained the staff in it in the springtime. Brian was here as facilitator earlier today. The whole staff was here. Lynn Nelson was here (works for the state and serves as a representative of Sands Twp). She was very impressed with what we are doing. They evacuated the building with the animals (not all). Leslie asked how the plan is documented. Bill said it is in the Shelter Operations folder. Bill said they will be adding to it because if there is a major

disaster in the County, UPAWS is a partner that the County could look at for sheltering pets. Brian used the Sands Plains fire from a few years ago as a disaster example and amped it up to the worst case scenario. Leslie asked if we had plans for no power/water/etc. Bill said yes, and that the next thing to implement is if we have to move the animals off site. Leslie asked about the generator. Bill said he is still working on it. Colleen asked about the Vet Center Committee. She said she thought it was 7 vets that they met with. Bill said 7 registered, 6 showed up. Colleen asked about the status of EAP. She said it isn't on the Google Drive and asked if Bill would upload a copy. Bill said he will. Bill said he is very impressed with the EAP, there are a lot of resources available, and it has already come up as useful. Colleen asked about Sally's Fund, and said that she was concerned that the ED has been assisting with the care of the animals, she said she thought the agreement was that it would not require staff time. Bill said that he was just trying to help, there were a couple of days that they could not make it out there, so he just wanted to jump in and he didn't mind. Bill helped with the goats because he has experience with goats. Colleen said her concern is with Sally's Fund relying on UPAWS as assisting them. Leslie said she thinks as long as it doesn't get out of hand it isn't a problem, it is a helping your neighbor situation. Colleen said she doesn't understand the two different boxes in the graphs of Animal Intakes. There was some discussion over why it is Jan-April and Jan-August. Bill said he thinks that is a mistake, the second one should be April-August

b. Stats (Sept & Oct): Colleen wanted to know more detail on Gary being euthanized for being aggressive (under the cats). Laura Rochefort said Gary came in during panleukopenia. He was adopted out quickly and during the first few days, he cornered the adopters and tried to attack them. They were terrified. He bit them. Then he came into the shelter and he was on a bite hold. If he saw/heard/smelled another animal, he would attack. She went to go into his room and he attacked her from the back. He got adopted out to a man, the man signed a waiver, within a few hours, the adopter was attacked multiple times, he called 911. They had to get a live trap to get the cat. He was on a bite hold again for his 10 days. She called a vet to find out what to do. They considered adopting him out as a barn cat only. She asked if there was a potential medication that he could be put on. The vet said there was not a medication that could help and suggested a euthanasia. Colleen said she was concerned that no animal management plan was created like there would be for a dog. Leslie asked if we had ever done an animal management plan for a cat. Colleen said there should have been an animal management plan. Laura Rochefort said if a dog acted like that it would be an immediate euthanasia. Bill said it has happened where the dog gets here and is on their 7th or 8th attack. Ann Brownell added that she had experience with Gary and a prior cat like him and she wanted to add that Gary was dangerous.

Jessi asked if there was something in the plans as to when we implement a management plan. Bill said there is, and it was even brought into the assessment. Leslie asked if there is always a management plan or if we make a determination that a management plan won't work. Leslie wants to make sure we are consistent and the guidelines are clear, even if the management plan is to call the vet and document everything.

12. Committee Reports - Sept & Oct

- a. Board Development Committee Report (Colleen) - Written: Colleen said in prior Board Development Meetings they had talked about doing quarterly trainings. Colleen asked Chris if the auditor could assist. Colleen talked to Paul Nardi about what we could do with the Board on training for reporting. Paul has an internal financial webinar for nonprofits. He suggested that we come in small groups to watch the webinar and talk to him about it. Colleen said if anyone is interested, contact her, and she will set it up with Paul. Bill asked about the Board Meeting date of December 26 and if we are still having the meeting then. Leslie suggested moving the meeting to December 19. Everyone agreed to move the meeting. Colleen said as a reminder we have 4 Board vacancies, so if we know anyone who wants to serve, bring them to Colleen. Leslie said we need more Board Members, we need more help with our committees, etc.
- b. Finance Committee Report (Chris) – Written
- c. Fundraising Committee Report (Leslie) - Written
- d. Strategic Planning Committee Report (Brian) – Did not meet: Brian said the Committee did not meet, but he just scheduled the October meeting for this Wednesday. Brian wanted to get some things solidified for the Board Retreat.
- e. Personnel Committee Report (Leslie) – September: Leslie said that there is a meeting scheduled on Wednesday, the Committee is behind on Bill's review. He is aware and is being patient.
- f. Policy / Bylaw Committee Report (Colleen) – Did not meet.
- g. Donor Development (Ad Hoc) (Leslie) – Did not meet: Leslie said it hasn't met in a while, and needs to meet and discuss some things.

13. Public Comment: question from Laura Rochefort, re: generator, are we looking for a generator for the whole building? Bill said yes. Comment from Laura Rochefort: timing on the plow, could we try to get it for 7:30? Bill said he can try. Comment from Ann Brownell: we are going to be opening the holiday store in the Westwood mall. She will be sending out a sign up sheet for volunteer opportunities. She noted that it is good community outreach and a nice way to connect with people.

14. Board Comment: Colleen had emailed the staff earlier in the summer when they were dealing with panleukopenia about a gift she could make to UPAWS in honor of the cats lost. They suggested a wind chime. She said the wind chime is now in the garden with the names of all the cats lost. Colleen brought up the Michigan Pet Alliance membership again. Colleen has an individual membership so she doesn't need the UPAWS membership. Leslie said that she would like to be on the membership. Lynn would also like to be listed as a member. Leslie asked anyone else who wanted to be a member to get back to Colleen by the end of the week. We have 6 seats. Brian asked to be on. Ann Brownell said she would like to stay on. Leslie asked if anyone was involved with Maddie's Club. Bill said that he and Ann have joined.

15. Adjournment: Karen motioned to adjourn. Chris seconded. Unanimously approved.

Respectfully submitted,

Hailey Kimball-Dexter, Secretary

Leslie Hurst, President

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

Board Retreat: November 12,2022, 9am-4pm, Select Realty, 2363 US Hwy 41 West,

Marquee 2

DRAFT



Hailey Kimball-Dexter <hkimball@upaws.org>

990 Acceptance Vote

13 messages

Chris Danik <cdanik@upaws.org>
To: Leslie Hurst <lhurst@upaws.org>
Cc: Board of Directors <board@upaws.org>

Mon, Nov 7, 2022 at 8:12 AM

Leslie,

I would like to make a motion for an electronic vote for the board to accept the 990 as presented. The justification for the electronic vote was discussed at the October meeting of the Board of Directors. The 990 is due to the IRS on November 15th, which is before our regular November meeting.

Link to the 990: https://drive.google.com/file/d/1Oh5v2sLsvZaKPtW2HzXL0klycolOePkR/view?usp=share_link

Thank you,

Chris Danik
UPAWS Board Treasurer
cdanik@upaws.org

Colleen Whitehead <cwhitehead@upaws.org>
To: Chris Danik <cdanik@upaws.org>
Cc: Leslie Hurst <lhurst@upaws.org>, Board of Directors <board@upaws.org>

Mon, Nov 7, 2022 at 9:36 AM

I would like to second the motion for an electronic vote for the Board to accept the 990 as presented.

Colleen

[Quoted text hidden]

Leslie Hurst <lhurst@upaws.org>
To: UPAWS Board <board@upaws.org>

Mon, Nov 7, 2022 at 11:30 AM

It has been moved by Chris and supported by Colleen to hold an e-vote to accept the UPAWS 2021 990 as presented (via google link). Please Reply All with an aye or nay vote no later than 11:30am, Wednesday, November 9, 2022.

Leslie Hurst
UPAWS Board President
906-250-2507



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[Quoted text hidden]

Chris Danik <cdanik@upaws.org>

Mon, Nov 7, 2022 at 11:32 AM

To: Leslie Hurst <lhurst@upaws.org>
Cc: UPAWS Board <board@upaws.org>

Aye

[Quoted text hidden]

--

Chris Danik

cdanik@upaws.org

Brian Hummel <bhummel@upaws.org>

Mon, Nov 7, 2022 at 11:33 AM

To: Leslie Hurst <lhurst@upaws.org>
Cc: UPAWS Board <board@upaws.org>

Aye

Sent from my iPhone

On Nov 7, 2022, at 11:30, Leslie Hurst <lhurst@upaws.org> wrote:

[Quoted text hidden]

Brian Hummel <bhummel@upaws.org>

Mon, Nov 7, 2022 at 12:09 PM

To: Chris Danik <cdanik@upaws.org>
Cc: Leslie Hurst <lhurst@upaws.org>, UPAWS Board <board@upaws.org>

Aye (on the correct thread)

Sent from my iPhone

On Nov 7, 2022, at 11:32, Chris Danik <cdanik@upaws.org> wrote:

[Quoted text hidden]

Colleen Whitehead <cwhitehead@upaws.org>

Mon, Nov 7, 2022 at 12:12 PM

To: Brian Hummel <bhummel@upaws.org>
Cc: Chris Danik <cdanik@upaws.org>, Leslie Hurst <lhurst@upaws.org>, UPAWS Board <board@upaws.org>

Aye

[Quoted text hidden]

Lynn Andronis <landronis@upaws.org>

Mon, Nov 7, 2022 at 4:13 PM

To: Colleen Whitehead <cwhitehead@upaws.org>
Cc: Brian Hummel <bhummel@upaws.org>, Chris Danik <cdanik@upaws.org>, Leslie Hurst <lhurst@upaws.org>, UPAWS Board <board@upaws.org>

Aye

[Quoted text hidden]

--

Lynn Andronis

Jessi Hurd <jhurd@upaws.org>

Mon, Nov 7, 2022 at 9:56 PM

To: Lynn Andronis <landronis@upaws.org>
Cc: Colleen Whitehead <cwhitehead@upaws.org>, Brian Hummel <bhummel@upaws.org>, Chris Danik <cdanik@upaws.org>, Leslie Hurst <lhurst@upaws.org>, UPAWS Board <board@upaws.org>

Aye
Jessi Hurd, LVT, CHPT
Upper Peninsula Animal Welfare Shelter Board of Directors

[Quoted text hidden]

Karen OMeara <komeara@upaws.org> Tue, Nov 8, 2022 at 7:47 PM
To: Chris Danik <cdanik@upaws.org>
Cc: Leslie Hurst <lhurst@upaws.org>, Board of Directors <board@upaws.org>

Yay vote for me

On Mon, Nov 7, 2022 at 8:13 AM Chris Danik <cdanik@upaws.org> wrote:
[Quoted text hidden]

Karen OMeara <komeara@upaws.org> Tue, Nov 8, 2022 at 7:48 PM
To: Chris Danik <cdanik@upaws.org>
Cc: Leslie Hurst <lhurst@upaws.org>, Board of Directors <board@upaws.org>

Sorry, aye vote for me.

On Mon, Nov 7, 2022 at 8:13 AM Chris Danik <cdanik@upaws.org> wrote:
[Quoted text hidden]

Hailey Kimball-Dexter <hkimball@upaws.org> Wed, Nov 9, 2022 at 8:07 AM
To: Karen OMeara <komeara@upaws.org>
Cc: Chris Danik <cdanik@upaws.org>, Leslie Hurst <lhurst@upaws.org>, Board of Directors <board@upaws.org>

Aye.

Thank you,

Hailey
[Quoted text hidden]

Leslie Hurst <lhurst@upaws.org> Wed, Nov 9, 2022 at 12:36 PM
To: UPAWS Board <board@upaws.org>

Aye: 7
Nay: 0

The motion to accept the UPAWS 2021 990 as presented has been approved.

Leslie Hurst
UPAWS Board President
906-250-2507



On Wed, Nov 9, 2022 at 8:07 AM Hailey Kimball-Dexter <hkimball@upaws.org> wrote:
Aye.

Thank you,

Hailey

On Tue, Nov 8, 2022 at 7:48 PM Karen OMeara <komeara@upaws.org> wrote:
| Sorry, aye vote for me.

[Quoted text hidden]

**REPORT AND RECOMMENDATION
TO THE UPAWS BOARD OF DIRECTORS**

November 28th, 2022

RECOMMENDATION:

The recommendation is to switch garbage removal vendors from Waste Management to Green for Life.

RATIONALE:

The rationale for the change in vendors is that UPAWS will be going from paying \$837 per month to \$236.50 per month. This will decrease our garbage fees by \$7,216.08.

Respectfully submitted,

Bill Brutto

Executive Director, UPAWS

North Country Disposal, Inc.

83 Eagle Mills Rd.
Negaunee, MI 49866
906-249-4500

Estimate

Date	Estimate #
10/24/22	41

Name / Address
UPAWS 815 S State Hwy M553 Gwinn, MI 49841

Job Site

Project

Item	Description	Qty	Total
8 Yard	Weekly Service		300.00
			
		Total	\$300.00



SALESPERSON # _____ FEL _____ REL _____ ROL _____ PO # _____

SERVICE AGREEMENT

CUSTOMER #: _____

SITE #: _____

New Account _____ Service Increase _____

Service Decrease _____ Cancel _____

Rate Increase _____ Rate Decrease _____

Other _____ Reason Code _____

CUSTOMER MASTER/BILLING INFORMATION

SITE MASTER MAINTENANCE/SERVICE LOCATION

LEGAL NAME: _____

NAME: _____

ADDRESS LINE 1: _____

ADDRESS LINE 1: _____

ADDRESS LINE 2: _____

ADDRESS LINE 2: _____

CITY: _____ STATE: _____

CITY: _____ STATE: _____

ZIP CODE: _____ PHONE: (____) - ____ - _____

ZIP CODE: _____ PHONE: (____) - ____ - _____

EMAIL: _____

CONTACT NAME: _____

EFFECTIVE DATE OF AGREEMENT: _____

	SERV #	SERV TYPE	QTY	CONT. SIZE	COMP. Y/N	ON CALL Y/N	FREQ	EXTRA PICK UP/HAUL RATE	BASE DISPOSAL CHARGE	MONTHLY BASE CHARGES
NEW										
OLD										

OTHER CHARGES: Fuel, Environmental, Administrative, Compliance and Business Impact and other charges as shown on invoice

This Service Agreement ("Agreement") together with the Terms and Conditions set forth herein is a legally binding contract between Contractor and Customer, and the individuals executing this Agreement have all power and authority to do so. This Agreement may be executed in counterparts and by electronic transmission.

 ("Contractor")
 By: _____
 Print Name: Allison Waliczek

 ("Customer")
 By: _____
 Print Name: _____

TERMS AND CONDITIONS

SERVICES. Customer grants Contractor the exclusive right to collect and dispose all of Customer's Waste Materials (as defined below). Contractor agrees to furnish the services and Equipment specified above, subject to the terms and conditions of this Agreement. Changes in collection frequency and type of Equipment may be agreed to orally or in writing, provided that no terms and conditions added by Customer shall be binding upon Contractor unless expressly accepted in writing by the Contractor's authorized officer. Contractor reserve the right to substitute similar but equivalent services. These terms and conditions supersede any customer issued agreements and/or purchase orders.

TERM. The term of this agreement is ____ months commencing on the effective date and shall automatically renew for additional twelve month terms thereafter, unless either party provides notice to the other of non-renewal at least 60 days but not more than 120 days prior to the expiration of the then current term. If Customer terminates this Agreement other than as provided above, or if Contractor terminates due to Customer's breach (including nonpayment), Customer shall pay to Contractor, in addition to Contractor's legal fees, if any, liquidated damages in an amount equal to the average of the Customer's invoices for the prior twelve months multiplied by the number of months remaining in the term; or if Customer has not been serviced for twelve months, an amount equal to Customer's most recent monthly charge multiplied by the number of months remaining in the term. Customer acknowledges that Contractor has dedicated certain Equipment, personnel and/or incurred other debts/commitments to service Customer and has a right to profit in good faith in its relationship with the Customer. Customer acknowledges that the actual damages to Contractor in the event of termination are difficult to fix or prove, and the foregoing liquidated damages amount is reasonable and commensurate with the anticipated loss to Contractor resulting from such termination, and is a genuine pre-estimate of Contractor's anticipated damages and is not imposed as a penalty. The liquidated damages amount set out in this section do not include costs for removing the Equipment which will be billed as a separate charge by Contractor. Contractor may terminate this Agreement at any time with not less than ten (10) days' prior notice to Customer. Contractor shall have the right to match any offers given to Customer by a competitor.

EQUIPMENT. All equipment furnished to Customer or used by Contractor ("Equipment") shall remain Contractor's exclusive property and shall be used only for the purposes intended by this Agreement. Customer shall not encumber, alter, move or overload the Equipment (by weight or volume), or compact Waste Materials once placed in the Equipment or otherwise utilize the Equipment for any purpose other than for the disposal of Waste Materials without Contractor's approval. If Contractor is assessed

(Additional Terms And Conditions On The Following Page)

an overweight fine Customer shall reimburse Contractor for the costs of such fine. Customer shall pay an extra yardage and pickup fee for Waste Material not properly contained and any fees for contaminated recyclables. Customer shall maintain the Equipment and surrounding areas in a clean manner to enable Contractor to service the Equipment safely and efficiently. Customer shall secure the Equipment at all times to prevent unauthorized access and accepts sole responsibility for all losses and damage related to the Equipment, normal wear and tear excepted. Unless otherwise agreed in writing, where Customer fails to use Contractor's Equipment for the disposal of Waste Materials for ten days or more, Customer authorizes Contractor to remove the Equipment and terminate this Agreement on notice to Customer or to charge Customer a fixed rental fee of \$10.00 per day.

NON-HAZARDOUS WASTE ONLY. Customer represents and warrants that all materials to be collected by Contractor are nonhazardous solid waste and Recyclables ("Waste Materials") and will not contain: (i) any hazardous, biohazardous, infectious, radioactive, flammable, explosive, biomedical, or toxic waste as defined by applicable laws or regulations, including, without limitation, any hazardous waste regulated under the Resource Conservation & Recovery Act, 42 U.S.C. §§ 6901 *et seq.*, and associated regulations, 40 C.F.R. Part 261; and the Toxic Substance Control Act, 15 U.S.C. §§ 2601 *et seq.*, and associated regulations, 40 C.F.R. Part 761 (including PCBs in any concentration); (ii) other materials, that because of their chemical or physical state, pose a risk to human health or the environment; or (iii) materials that require special handling or disposal due to weight, size or composition such as tree stumps, concrete, appliances or similar types of materials ("Excluded Waste"). Recyclables shall include all materials that may be recycled or recovered provided that Recyclables deemed contaminated by the receiving facility shall be charged to Customer as Waste Material plus a re-routing fee for the cost of routing the contaminated Recyclables from a recycling facility to a waste facility. Customer shall remove Excluded Waste from the Equipment or other property, but if such materials are not removed by Customer immediately then Contractor may arrange for lawful disposal at the sole cost and expense of Customer. Title to and liability for Excluded Waste shall at all times remain with Customer. Customer shall be responsible for all costs associated with Excluded Waste, including, but not limited to, handling, loading, preparing, exhuming, transporting, storing, and disposing of Excluded Waste and any materials contaminated therewith. Title to Waste Materials (as defined above) including any value received in connection therewith, shall vest with Contractor upon collection. Customer shall at its expense provide any requested chemical characterization of waste to be collected and provide prior notice of any changes in the waste characteristics or generation process. Customer shall be solely responsible for complying with applicable laws mandating pretreatment, source separation or recycling.

INDEMNITY. Customer shall defend, hold harmless and indemnify Contractor, its officers, directors, members, affiliates, employees, and representatives from and against any and all damage to persons, property or both (including death) or other liabilities (including, but not limited to, reasonable investigation and legal expenses) resulting from the Customer's (or its employees, invitees or subcontractors) negligence or misconduct, violation of law, use of Equipment or breach of this Agreement.

ACCESS. Customer shall provide unobstructed access to the Waste Materials on the day of collection. If such access is not provided then Customer will be notified and Contractor may make additional collection attempts, subject to "extra pick-up" or additional charges. Contractor shall be excused from providing service if precluded from doing so due to reasons beyond its control. All enclosures must meet Contractor's enclosure standards. Customer represents and warrants that any right-of-way used by Contractor to access the Equipment is sufficient to bear the weight of the Equipment and Contractor's vehicles. Contractor shall not be responsible for any damage to any curb, driveway or subsurface or enclosure.

CHARGES & PAYMENT. Customer agrees to pay all invoice charges within ten days of the date of the invoice. If payment is not made when due, Customer agrees that Contractor may charge a late charge for which Customer is responsible in any amount up to the maximum amount allowed by applicable law. Contractor may suspend service or remove its Equipment if payment is late or for any other breach by Customer without prejudice to any of Contractor's other rights, and such suspension or removal shall not constitute termination of this Agreement unless Contractor so elects. Customer shall pay any applicable franchise fees, suspension and reinstatement related charges, container exchange and relocation charges, charges for payments rejected due to non-sufficient funds, and any environmental, fuel, compliance and business impact, administrative and other charges included on Customer's invoice whether implemented on or after the Effective Date. Contractor may, in its sole discretion, increase rates and charges to Customer for: (i) any new or change in law, regulation, permit or approval, including any fees, taxes, franchise fees, tolls, host charges or similar charges related to Contractor's business; (ii) any increase in processing, recycling, treatment, disposal or transportation costs; (iii) any increase in the Consumer Price Index or successor index; (iv) weights of Waste Material being higher than those estimated; or (v) change in Contractor's charges or rate programs. In addition, Contractor may increase or impose additional charges for reasons other than those set forth above upon prior written notice (which notice may be contained in an invoice) and consent by Customer which may be evidenced verbally, in writing, or by the actions and practices of the parties including payment. Customer shall have conclusively agreed to any Change in Terms or any invoiced amounts upon the earlier of: (i) payment of the invoice; or (ii) failure of Customer to deliver a written objection within thirty days after the notice date. If Customer does not consent to such increase, Contractor may terminate this Agreement upon written notice to Customer. Customer acknowledges and agrees that any rate or charge assessed or increased is not represented to be an offset or pass through of Contractor's costs, and that such rates or charges may actually reflect an amount for profit or margin.

DISPUTES, ARBITRATION, JURY TRIAL & CLASS ACTION WAIVER. Except for claims by Contractor for collection of its fees or indemnity or claims by Customer against Contractor for damage to real property or improvements thereon, the parties knowingly, voluntarily and irrevocably agree that at the election of either party any controversy arising between them (WHETHER RELATED TO THIS AGREEMENT OR ANY PRIOR AGREEMENT) shall be resolved by BINDING ARBITRATION under the rules of the American Arbitration Association governed by and enforceable under the Federal Arbitration Act, and judgment on the award may be entered by any court having jurisdiction. Customer acknowledges the service Contractor provides to it impacts interstate commerce and agrees that any dispute about the enforceability or scope of the agreement to arbitrate shall be decided by the arbitrator. The parties' mutual promises contained herein, including to arbitrate certain disagreements, rather than litigate them before courts or other bodies, provides adequate consideration therefor. THE PARTIES EACH HEREBY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, COUNTERCLAIM OR CROSS-CLAIM BROUGHT BY ANY OF THEM AGAINST THE OTHER WHETHER IN ARBITRATION OR AS OTHERWISE EXCEPTED ABOVE AND FURTHER WAIVE THE RIGHT TO PARTICIPATE AND/OR BE REPRESENTED IN ANY CLASS ACTION, ANY ACTION ON A CONSOLIDATED BASIS OR ANY OTHER COLLECTIVE OR REPRESENTATIVE PROCEEDING. THE PARTIES AGREE THAT NO ACTION MAY BE MAINTAINED AS A CLASS ACTION OR PURSUED ON A CONSOLIDATED BASIS IN ARBITRATION OR OTHERWISE. Any action (including arbitration) by Customer against Contractor whether related to this Agreement or any prior Agreement, must be brought within one year from the date of any alleged wrongful act. Any proceedings shall be conducted in the location where services are rendered by Contractor to the Customer and governed by the laws of that state. Customer shall promptly notify Contractor in writing via certified mail of any alleged breach by Contractor and allow Contractor a reasonable period of time to cure, but in any event no less than ten days. Customer's failure to give notice of an alleged breach as required by this section shall be deemed a waiver of any such claim. If any proceeding is brought by Contractor in connection with this Agreement Contractor shall be entitled to recover its legal fees and costs leading up to and incurred in that action in addition to any other relief to which it may be entitled. Contractor shall not be liable for any indirect, incidental or consequential damages and its aggregate liability, if any, arising out of this Agreement shall not exceed the aggregate amount paid to Contractor by Customer for the prior twelve month period, regardless of the recovery sought. This paragraph and Customer's representations, warranties and indemnification shall survive termination of the Agreement.

CHANGE OF TERMS. Except as otherwise agreed herein or as may be prohibited by applicable law, Contractor and Customer agree that Contractor may change the preprinted terms and conditions of this Agreement in the future.

MISCELLANEOUS. CONTRACTOR MAKES NO WARRANTIES, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE, ALL ARE EXPRESSLY DISCLAIMED. If there is a conflict in this Agreement between terms which are preprinted and those which are handwritten, the handwritten language shall govern. If there is a conflict between this Agreement and any other agreement or purchase order between Customer and Contractor, the terms of this Agreement shall govern. Customer consents and agrees that Contractor may monitor and record calls and that any contact information provided by Customer, including, but not limited to, telephone numbers and e-data, may be used by Contractor and its affiliates, and their respective employees, agents and service providers, for any and all communications (including, but not limited to: service issues, marketing and debt collection), which consent may not be unilaterally or orally revoked without the mutual written agreement of both parties. Customer represents that it is the subscriber or user of any contact information provided to Contractor by Customer. This Agreement is binding on the parties and their successors and assigns, provided Customer may not assign this Agreement without the prior written consent of Contractor. This Agreement constitutes the entire understanding between the parties regarding the subject matter hereof and supersedes all prior negotiations. The invalidity of any provision of this Agreement shall not invalidate the remaining provisions.



Trash & Recycling Service Quotation

GFL brings fresh ideas and solutions to the business of a clean environment. As one of the largest publicly held environmental services company in the U.S., we provide integrated, non-hazardous solid waste collection, recycling and disposal services to residential, commercial, industrial and construction customers across 27 states and Canada. Our team is dedicated to finding effective, sustainable solutions to preserve the environment for future generations.

UPAWS

MATERIAL	QUANTITY	CAPACITY	FREQUENCY	MONTHLY COST
Trash	1	8 YD RL	1XW	\$147.00
Recycle				

OUTLINE OF CHARGES:

Standard Monthly Charge.....\$147.00
 Environmental Charge.....\$35.28
 Fuel Charge*.....\$44.28
 Administration Charge.....\$10.00
 *Fuel Charge fluctuates dependent on National Average Cost of Diesel

Monthly Charge Including all Fees: \$236.56

Month Service Agreement

\$50.00 Per container Removal / \$10 Per Yard Extra Yardage / \$ Extra Lift/Pick Ups

Please call with any seasonal changes you need made to your account.

If your pickup was missed, please notify us within 48 hours so we can corrected the situation.

Thank you for the opportunity to provide you with a quotation for your recycling and disposal needs. Please contact me personally at my contact information below with any and all questions.

Allison Waliczek | Inside Sales Rep

GFL Environmental

2500 Baler Road Iron Mountain MI 49801

P.O. Box 2002 Kingsford, MI 49802

| T (906) 774-9006 | awaliczek@gflenv.com | www.gflenv.com

Important! This is a quotation, not an agreement, for refuse and recycling services, above quotation is subject to the terms and conditions of the GFL customer service agreement. This quote is intended only for the business named and contact listed above. This information is privileged, confidential, and exempt from disclosure under applicable law. This quotation is valid for 30 days from the quotation date above.



INVOICE

Customer ID:**21-51944-53007**

Customer Name:

UPPER PENINSULA ANIMAL WELFARE

Service Period:

11/01/22-11/30/22

Invoice Date:

11/01/2022

Invoice Number:

1464816-0411-5

How to Contact Us

Visit wm.com/MyWM

Create a My WM profile for easy access to your pickup schedule, service alerts and online tools for billing and more. Have a question? Check our support center or start a chat.



Customer Service: (888) 960-0008

Your Payment is Due

Dec 01, 2022

If full payment of the invoiced amount is not received within your contractual terms, you may be charged a monthly late charge of 2.5% of the unpaid amount, with a minimum monthly charge of \$5, or such late charge allowed under applicable law, regulation or contract.

Your Total Due

\$846.88

If payment is received after 12/01/2022: **\$ 868.05**

Previous Balance	+	Payments	+	Adjustments	+	Current Invoice Charges	=	Total Account Balance Due
827.61		(827.61)		0.00		846.88		846.88

IMPORTANT MESSAGES

Did you know that state and local laws require everyone in WI to recycle? To learn more, call your WM Customer Service Center at 888-960-0008 or visit <https://dnr.wi.gov/tiny/991>. Remember, recycle often, recycle right! Thank you.

----- Please detach and send the lower portion with payment ----- (no cash or staples) -----



WASTE MANAGEMENT OF MICHIGAN, INC.

PO BOX 42390
 PHOENIX, AZ 85080
 (888) 960-0008
 WMESERVICE@WM.COM

Invoice Date	Invoice Number	Customer ID (Include with your payment)
11/01/2022	1464816-0411-5	21-51944-53007
Payment Terms	Total Due	Amount
Total Due by 12/01/2022	\$846.88	
If Received after 12/01/2022	\$868.05	

*** DO NOT PAY-AUTOMATIC PAYMENT WILL BE PROCESSED ***
 Your bank account will be drafted \$846.88.

0411000215194453007014648160000008468800000084688 2

I2275C86

UPPER PENINSULA ANIMAL WELFARE
PO BOX 968
PO BOX 968
MARQUETTE MI 49855-0968

Remit To: **WM CORPORATE SERVICES, INC.**
AS PAYMENT AGENT
PO BOX 4648
CAROL STREAM, IL 60197-4648



DETAILS OF SERVICE				
Details for Service Location: Upper Peninsula Animal Welfare, 815 Hwy 553, Gwinn MI 49841			Customer ID: 21-51944-53007	
Description	Date	Ticket	Quantity	Amount
8 Yard Dumpster Service	11/01/22		1.00	523.40
Fuel / Environmental Charge				294.05
Regulatory Cost Recovery Charge				29.43
Total Current Charges				846.88

EASY WAYS TO PAY



AutoPay
Set up recurring payments with us at wm.com/myaccount.



Online
Use wm.com or **My WM** for a quick and easy payment.



By Phone
Pay 24/7 by calling **866-964-2729**



By Mail
Fill out your invoice and mail it in. We'll provide the envelope.

HOW TO READ YOUR INVOICE

How to Contact Us

Visit wm.com/MyWM

Create a My WM profile for easy access to your pickup schedule, service alerts, and online tools for billing and more. Have a question? Check our support center or start a chat.

Customer Service: (775) 329-8822

Your Payment is Due

January 1, 1968

If full payment of the invoice amount is not received within your contract terms, you may be charged a monthly late charge of 2.5% of the unpaid amount, with a minimum monthly charge of \$5, or such late charge allowed under applicable law, regulation or contract.

Your Total Due

\$124.73

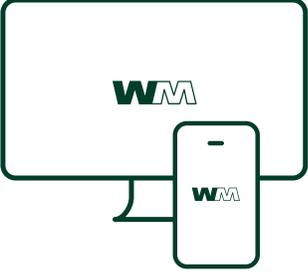
1 If payment is received after 01/01/1968: \$126.60

Previous Balance	Payments	Adjustments	Current Invoice Charges	Total Account Balance Due
2 119.68	(119.68)	0.00	124.73	124.73

Details for Service Location: 311 Jackson Street, Stockton CA 95202 Customer ID: 2-82290-00885
 PO Numbers: 45693

Description	Date	Ticket	Quantity	Amount
3 Tonn Toner	01/01/68		1.00	90.00
John Toner Recycle	01/01/68		1.00	0.00
Extra Pickup Service	01/01/68	5934	1.00	15.00
Fuel/Environmental Charge				19.73
Total Current Charges				124.73

- 1 States the date payment is due to **WM**. Anything beyond that date may incur additional charges. Your Total Due is the total amount of current charges and any previous unpaid balances combined.
- 2 Previous balance is the total due from your previous invoice. We subtract any Payments Received/Adjustments and add your Current Charges from this billing cycle to get a Total Due on this invoice. If you have not paid all or a portion of your previous balance, please pay the entire Total Due to avoid a late charge or service interruption.
- 3 Service location details the total current charges of this invoice.



Get More with My WM

Scan to enroll in AutoPay & Paperless Billing, manage your services, view your pickup schedule and see your pickup ETA, all in one place.

Scan the QR code to get started today!



Visit wm.com/MyWM

If your service is suspended for non-payment, you may be charged a Resume charge to restart your service. For each returned check, a charge will be assessed on your next invoice equal to the maximum amount permitted by applicable state law.

<input type="checkbox"/> Check Here to Change Contact Info	<input type="checkbox"/> Check Here to Sign Up for Automatic Payment Enrollment																				
<p>List your new billing information below. For a change of service address, please contact WM.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 20%;">Address 1</td><td></td></tr> <tr><td>Address 2</td><td></td></tr> <tr><td>City</td><td></td></tr> <tr><td>State</td><td></td></tr> <tr><td>Zip</td><td></td></tr> <tr><td>Email</td><td></td></tr> <tr><td>Date Valid</td><td></td></tr> </table>	Address 1		Address 2		City		State		Zip		Email		Date Valid		<p>If I enroll in Automatic Payment services, I authorize WM to pay my invoice by electronically deducting money from my bank account. I can cancel authorization by notifying WM at wm.com or by calling the customer service number listed on my invoice. Your enrollment could take 1-2 billing cycles for Automatic Payments to take effect. Continue to submit payment until page one of your invoice reflects that your payment will be deducted.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 30%;">Email</td><td></td></tr> <tr><td>Date</td><td></td></tr> <tr><td>Bank Account Holder Signature</td><td></td></tr> </table>	Email		Date		Bank Account Holder Signature	
Address 1																					
Address 2																					
City																					
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Email																					
Date Valid																					
Email																					
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Bank Account Holder Signature																					

NOTICE: By sending your check, you are authorizing the Company to use information on your check to make a one-time electronic debit to your account at the financial institution indicated on your check. The electronic debit will be for the amount of your check and may occur as soon as the same day we receive your check.

In order for us to service your account or to collect any amounts you may owe (for non-marketing or solicitation purposes), we may contact you by telephone at any telephone number that you provided in connection with your account, including wireless telephone numbers, which could result in charges to you. Methods of contact may include text messages and using pre-recorded/artificial voice messages and/or use of an automatic dialing device, as applicable. We may also contact you by email or other methods as provided in our contract.

Please send all bankruptcy correspondence to RMCbankruptcy@wm.com or PO Box 43290 Phoenix, AZ 85080. Using the email option will expedite your request. (this language is in compliance with 11 USC 342(c)(2) of the Bankruptcy Code)

UPAWS Finance Committee

Report & Recommendation: November 2022 Portfolio Changes

The Finance Committee recommends to the UPAWS Board of Directors the following portfolio changes. The proposed changes come recommended by our Wells Fargo Advisors and after discussion and recommendation by the Finance Committee to reduce risk.

Replace Oppenheimer Emerging Markets Fund (ODVYX) with MSCI EAFE (EEM)

Sell (all of) PSP, BA, AAPL, PARA for portfolio simplification and Risk Management.

Reduce small cap stock exposure by \$6,000 (IWM)

Invest:

\$3,000 JP Morgan Equity Income Fund (HLIEX) – Large Cap Stock

\$4,000 Pacific Life Core Income (PLIDX) - Core Fixed Income

\$4,000 SPDR S&P 400 Mid Cap ETF (MDY) – Medium Sized Companies



UPAWS Blueprint for Excellence

November 2022



www.michiganpet.org



2210 Lancaster Road
Bloomfield Hills, MI 48302



(313) 731-2244



info@michiganpet.org

Board President Hurst, Board Members, Executive Director Brutto and Staff of UPAWS,

Thank you for allowing us the opportunity of virtually visiting your shelter on 17 October 2022. It was a pleasure to meet you and learn about your organization. You are to be commended for accepting the challenge of improving the health and welfare of the animals in your care through the Blueprint for Excellence Animal Shelter Program sponsored by Michigan Pet Alliance. You have many attributes by which to be proud: an amazing 98% save rate for animals, incredible safety net resources for your community, innovative outreach and educational program development, a beautiful facility, and a leadership team that is eager to improve its life saving operations. You are representing the Upper Peninsula as a progressive animal welfare organization!

The purpose of this report is to encourage your organization towards best practices in animal sheltering. The topics addressed in this report have been specifically selected by Mr. Brutto along with items deemed critical by the MPA panel. The overarching themes of this report involve animal behavioral health and welfare, animal health and population management and organizational programming and policy development.

Throughout the report you will find “Successes” and “Blueprints for Excellence.” The “Successes” highlight what you are doing well, and the “Blueprints of Excellence” are recommendations to improve the lives of animals or shelter operations. Short- and long-term goals have been considered in these recommendations. Some strategies will be implemented with little time, minimal effort, or few resources (feeding schedule, enrichment, hiding spots, etc.). Others, like program and policy development, will require a team effort with concerted and critical review of the organization’s mission, values, and goals to best serve your organization, its animals, and your community.

Your feedback and questions are anticipated and welcomed. There are generally more solutions than one in animal sheltering. Implementing best shelter practices for the purpose of saving lives is our mutual goal. Together we can make that happen!

Sincerely,

Jeffrey J. Fortna, DVM, MS
Laurie Horn, CPDT-KA
Blueprint for Excellence Panel

ANIMAL HEALTH AND POPULATION MANAGEMENT

SUCSESSES

- Evaluation, vaccination, and weight of animals upon entry
- Microchipping dogs, cats, rabbits
- Defined isolation spaces
- Kennels & rooms separated by species

BLUEPRINTS FOR EXCELLENCE

*Vaccination of animals at *or before* entry:

Canine protocol (MLV DA₂P; Bb + Pi)

Feline protocol (MLV FVRCP)

All animals should be vaccinated at or before entry. Transfer partners and animals pending relinquishment should have vaccinations PRIOR TO ENTRY at your facility. Repeat vaccination for adult animals should be performed two to three weeks after initial dose. Puppies and kittens should receive vaccinations every two to three weeks through 18 - 20 weeks of life. Specific to canines, intranasal *Bordetella bronchiseptica* (Bb) and Parainfluenza (Pi) virus vaccines are preferred over oral or injectable vaccines due to individual immune response. It is recommended that rabies vaccination be administered to dogs and cats >12 weeks of age prior to release from the shelter for individual and public health benefits.

*Parasite Control for all dogs and cats: **Parasite protocol**

All animals must be dewormed for hookworms and roundworms upon entry. Additional parasite control for progressive animal sheltering is somewhat dependent on age, but generally includes: coccidia medication (for puppies and kittens), flea, tick, and heartworm prevention. Other treatments dependent upon diagnosis of a specific parasite.

*FeLV/FIV testing of select cats

Testing all cats upon entry for FeLV and FIV is optional for single-housed cats. Testing is recommended for cats who are ill or have planned pathways to foster homes or group housing. Testing feral cats is not recommended. It is important to have a protocol and action plan for positive test results.

*Heartworm testing of all dogs

Testing all dogs over 6 months of age is recommended. It is important to have a protocol and action plan for positive test results.

*Disinfection procedures revisited: **Disinfectant poster**

There is great concern with the number of products (Wysiwash, EfferSan, Bleach, Simple Green) being used for sanitation and disinfection in the facility. With the number of staff and volunteers using these various products, there is significant opportunity for error in their application. Inaccurate application of such products will be detrimental to animal and human health. It is *strongly advised* to use one disinfecting product that can be used throughout the

animal shelter ([Rescue](#), e.g.). Resources have been provided to encourage your participation with [Shelters United](#), a no cost co-op that can save money for your organization with respect to this recommended product.

Direction was requested on the use of bleach in the shelter. Bleach is a powerful disinfectant and has many benefits. However, its use is not without its challenging characteristics (odors, corrosiveness, varying concentrations, short stability, etc.). Bleach comes in a variety of concentrations, and it is imperative to know which concentration you are using for appropriate dilution, optimal performance and safety for humans and animals. Refer to the handout at the end of this document sharing information on the concentrations available and appropriate dilutions for use.

Regardless of disinfectant used, fundamental disinfection protocols require four specific steps: physical removal of organic debris (stool, urine, saliva, etc.), a detergent scrub, a water rinse, and application of the disinfecting agent per labeled instructions. If disinfection equipment is shared throughout the shelter, cleaning must begin with healthy puppies/kittens, then healthy adults, and lastly unhealthy animals.

***Outbreak management overview: [Outbreak management](#)**

There are specific steps in handling outbreaks in an organization. Simply stated, diagnose the disease, isolate the ill animals, and quarantine the animals exposed. Ensure new animals entering the shelter are entirely separated from ill and quarantined animals. Biosecurity measures (personal protective equipment) and sanitation procedures must be reviewed and implemented per organizational protocol and manufacturer's recommendations.

Documentation of illness and transparent communication with the public are necessary for all parties.

DISCLAIMER: The use of all biologics, vaccinations, medications, implantation devices, etc., are at the sole discretion of your veterinarian of record. Administration of all vaccinations, diagnostics, treatments, protocols, etc., must be under the direct supervision of your veterinarian of record and in compliance with federal, state, and local laws and regulations. The best practice recommendations made here are guidelines for your organization; these recommendations do not constitute a veterinary-client-patient-relationship for the animals in your care.

BEHAVIORAL HEALTH AND WELFARE

SUCCESSSES

- Dog kennels appropriately sized
- Cat portals available
- Walking paths for dogs
- Catio for cats
- Required Fear Free Certification
- Ongoing training of staff

BLUEPRINTS FOR EXCELLENCE

*Feeding schedule revised

All food should be of a variety appropriate to animal life stage and a volume appropriate to optimal health and nutritional requirements. The food should be served fresh daily, and any portion not consumed within a 24-hour period should be discarded. Feeding of all adult dogs should be done twice a day. Adult cats should be afforded dry food throughout the day, with canned food supplemented twice daily. Additional meals are necessary for puppies and kittens, and they should be afforded feedings multiple times throughout the day. Fresh, clean, potable water should always be available. Calculation of appropriate food volume (based on your current food variety and weight of animal) can be computed with the linked Excel spreadsheet.

*Hiding places/portals critical

While many of your feline kennel spaces are equipped with portals, some are not. It is necessary to equip all feline kennel spaces with portals *and utilize them*. Cats require a minimum of 11 sq. ft. of floor space (not including elevated space/shelving) for optimal well-being. Further, hiding spaces are necessary for all cats and dogs. This can be inexpensive and easy to implement with a cardboard box or towel (for cats) and sheets or airline kennels (for dogs). Providing such options affords choice to your animals and augments reduced fear, anxiety, and stress.



***Dog pens utilized**

The dog runs should be used throughout the day. Use of these kennels first thing in the morning has dual benefits: 1) provide immediate relief for animals that are house trained, and 2) provide time for employees to multitask responsibilities. Further, these outside pens could and should be utilized during the day as a means of physical activity, socialization, and mental stimulation.

***Rabbit, Guinea Pig space redefined**

Wire cages and stacked cages are inappropriate for routine housing of these small mammals. Single rabbit enclosures of 8 sq. ft. are recommended, with time spent in larger spaces for exercise. Single guinea pig enclosures of 7.5 sq. ft. are recommended, and housing with another guinea pig is suggested (when socially and gender compatible). Wire floored cages are not appropriate for these small mammals. Placing carpet or resting board on top of the wire is an appropriate quick solution for those type of cages. Compressed paper bedding is ideal for either species. Recommendations for diet and variety are provided in the resources.

***Enrichment modalities applied**

Enrichment for animals comes in many forms, and it is essential for optimal behavioral welfare. It is not optional for shelters whose animals are confined a large part of the day. Enrichment should be consistent and provided daily. Think about the application of enrichment as it pertains to the five senses (sight, sound, touch, taste, feel) and ensure that modalities used incorporate these senses. An enrichment template and suggestions for activities are provided in the resource list at the end of this document.

Walking dogs

- 3 times daily, including 1 “sniffy” walk
- 15 minutes of allowing the dog to sniff is the equivalent of an hour jog. Check out “How to do a Sniffy Walk” on MPA’s You Tube Channel <https://www.youtube.com/watch?v=0iOGipYYVc>
- Utilize walking paths by laying simple scent trails. Attach paper plates or frisbees to trees along the path smeared with wet food, pumpkin, yogurt, or peanut butter.

Feeding Dogs

- 2 times daily
- One meal each day – ditch the bowl! Use a puzzle feeder, scatter feed, boxes, toilet paper rolls, etc.
- If you have a space you can use for training – hide different amounts of their food around the room, on a shelf, under a chair, or use cardboard boxes nested or set up a line search for them to find their meal in one box.

Outdoor Pens

- Utilize outdoor pens for scatter feeding. Alternatively, set the pens up with a slow feeder or puzzle feeder while animals are in the pen. Attach licki-mats or frisbees on

the pens. Purchase or ask for a donation of a grow bag that can be hung on the pen and place food/treats in the pockets for the dog to “search” and self-reward.

- **Grow bag**
- You may also plant sweet smelling herbs or dog-friendly edible plants and place them in your outdoor spaces to engage their noses.

Protective Custody/Police Holds – Extended Stays

- To protect their mental well-being, more intensive enrichment is needed.
- Get them on the scent of Kong and do daily searches with them – both interior and exterior. (Scent 4 Shelter Dogs Book and scent kit will be mailed to you.)
- Daily sniffy walks

Easy daily scent enrichment

- Scent of the day sprayed in the kennel, spray scent on a cloth and hide in their kennel, scent in final rinse of blankets
- Lavender & Chamomile – less movement and vocalizations
- Peppermint & Rosemary – significantly more standing, moving & vocalizing
- Sprayed on cloths
 - Coconut, vanilla, valerian, & ginger – reduced activity and vocalizations
 - Coconut & ginger – increased sleep behaviors
- CAUTION:
 - REMEMBER A LITTLE GOES A LONG WAY! Dogs smell 100,000 times better than humans.
 - Do not use “cheap” or synthetic oils – 100% Pure
 - Never use oils directly on animals

Organizational recommendations

- Include more detail on your enrichment whiteboard as well as any precautions for specific dogs
- **Sample Enrichment Schedule** for whiteboards
- Implement some form of scent work into daily routine
- Plan choice sessions with each dog to determine their likes and dislikes
 - Offer several different types of toys/treats to find out each dog’s preferences.
 - Soft toys, tugs, balls, chase, fetch, soft treats, hard chews, etc. This will make their time much more satisfactory and give you excellent information to share with their adopters.
- Engage your community and ask for donations of enrichment items
- 4-H Pet Patrol - Check out the free how-to videos on [MPA website](#) for enrichment toy ideas
- Utilize volunteers to stuff Kongs, make bag lunches, frozen dinners, pupsicles, TP burritos, etc.

- Seek out a force-free behavior trainer in your area and see if they would be willing to donate a few hours each week to help with your behavior cases.

Organizational Programs & Policies

SUCSESSES

- Broad safety net programs
 - Pet friendly housing resources
 - Home 2 Home
 - Food pantry
 - Spay/neuter services
 - Behavioral resources
- Outreach & Educational programs
 - Pet Patrol
 - Community Service Club

BLUEPRINTS FOR EXCELLENCE

***Volunteer Programming Revitalization**

Despite COVID-19 and the challenges with insurance, volunteers must be embraced for the success of your organization's programs. Volunteers are essential and should be utilized as such. It is strongly recommended to revisit dog walking by volunteers, even if it is only the "green" or "yellow" color-coded dogs. Activities that involve no animal contact should also be explored: adoption counseling, food prep, enrichment creation and implementation, cleaning, laundry, etc. Explore community groups, church groups, school groups and senior citizens for additional volunteer participants. The list of opportunities for volunteers is long, and there is lost potential for their use in your space.

***Community Cat Program Development**

Staff safety when handling community cats was a shared priority for your organization. The process of admitting trapped community cats to the shelter was described. This practice should be discontinued for purposes of animal welfare, staff safety and appropriate use of shelter resources. Exceptions to this recommendation involve community cats that present with injury or illness where prompt medical attention is necessary. Most community members are under the false impression that community cats need to be brought to the shelter for their health, safety, and reunification with owners.

Community cats are typically un-owned or semi-owned animals. Community cats include free-roaming and feral felines. Some of these cats may be cared for by concerned residents, and some of these cats may seek shelter in the home or on the property of concerned citizens. These cats are not traditionally thought of as pets by such caregivers and should be handled in a different manner by the shelter. Housing them in confined spaces is not humane and often leads to behavioral decline and physical illness.

Community cats should be received by your shelter for the sole purpose of sterilization, vaccination, and return to the place they were found. There are many benefits to this type of

program and include optimal animal health and welfare, improved public health and welfare, and increased shelter resources. Implementing a Community Cat Program will require education and training of the Board, staff members and the community.

***Adoption Programming Expansion**

Limited adoption hours and adoption appointments are hampering your ability to move animals through the shelter in a proficient manner. Requiring appointments to adopt an animal will increase an animal's length of stay and the shelter's resource burden of animal care. Increasing operational hours (*one or two mornings and evenings each week*) will improve accessibility for adoptions and reunifications. Consider volunteer staffing for this purpose if staff resources are limited.

***Organizational Policy Creation**

Guidance was requested on policies for the organization. It is required of your organization to create policies that reflect your ability to work within its Capacity for Care (C4C). In its simplest form, C4C means meeting the needs of each animal as it pertains to the Five Freedoms of Animal Welfare. This must be accomplished while balancing the operational and programming needs of the entire shelter system and its population. This requires proactive shelter management (policy development, managed admissions, pathway planning, etc.), appreciation of your finite resources (staff and volunteers, physical space, transfer/foster/adoption pool, etc.), and keen knowledge of animal health and welfare (medical and behavioral programming).

The Five Freedoms of Animal Welfare

- **Freedom from hunger or thirst** by ready access to fresh water and a diet to maintain full health and vigor
- **Freedom from discomfort** by providing an appropriate environment including shelter and a comfortable resting area
- **Freedom from pain, injury or disease** by prevention or rapid diagnosis and treatment
- **Freedom to express normal behavior** by providing sufficient space, proper facilities, and company of the animal's own kind
- **Freedom from fear and distress** by ensuring conditions and treatment which avoid mental suffering

C4C, coupled with your no-kill philosophy and open admission programming, will be challenging in the current animal welfare environment. While it is possible for these principles to coexist, it requires Board members and the Executive Director to think critically on policy development that focuses on the Five Freedoms for each animal that enters the shelter. The reality of empty kennel spaces inside the shelter, managing the admission of challenging behavioral cases, community cat management, and humane euthanasia (on the grounds of safety or animal welfare) must be discussed, processed, and articulated in written policies and procedures for the organization to succeed in their service to the animals and the community. Avoiding the creation of such documents will lead to operating beyond your C4C where animals, the shelter and the community suffers.

As an immediate action plan for policy making, it is necessary to address the following issues considering your C4C and the Five Freedoms:

1. Managed Admissions

- a. Supports a mission of C4C and Five Freedoms for every animal in the shelter
- b. Permits gatekeeping for what you are equipped to humanely handle
- c. Allows for all animals to be admitted on your timeline
- d. Provides community resources when admission is not feasible

2. Behavioral Care & Welfare Management

- a. Determines type of behavioral cases your organization can treat, manage, or rehabilitate (e.g., resource guarding, dog reactivity, bite cases, aggression, etc.)
- b. Utilizes **Dunbar Bite Assessment Scale** as criteria for bite case selection
- c. Limits the number of cases feasible to handle (e.g., dog behavior, small mammal housing, community cats)
- d. Creates resources for case management in your organization
- e. Sets parameters for managed intake, foster care, transfer, or **behavioral euthanasia** for purposes of welfare and safety
- f. Defines assessment and re-assessment to ensure safe and humane progress of behavioral cases in your care

3. Community Cat Management

- a. Creates policy on admission of community cats (feral and friendly)
- b. Describes exceptions for admission (injured or ill patients)
- c. Defines services that can (or cannot) be safely or humanely provided for this group of cats
- d. Educates the public and staff on those services
- e. Develops a pathway plan for community cats that leads to Trap-Neuter-Vaccinate-Return

Educating yourself on these topics will help you think through the vast number of scenarios with which you will be presented in the shelter. Abundant resources have been made available to your organization to begin crafting policies in these specific areas. However, what works for one organization may not work for another as strategies and resources will differ. Policies should be defined for your organization, and protocols should be living documents created to carry out those organizational policies.

Shelter Resources

GUIDELINES FOR STANDARDS OF CARE IN ANIMAL SHELTERS (UPDATES COMING SOON!)

VETERINARY MEDICAL CARE GUIDELINES FOR SPAY-NEUTER PROGRAMS

ASV SHELTER POSITION STATEMENTS

SHELTER MEDICINE FOR VETERINARIANS AND STAFF (TEXTBOOK)

ANIMAL BEHAVIOR FOR SHELTER VETERINARIANS AND STAFF (TEXTBOOK)

NATIONAL ORGANIZATIONS

- www.millioncatchallenge.org
- www.Bestfriends.org
- www.alleycatallies.org
- www.aspcapro.org
- www.animalsheltering.org
- www.humananimalsupportservices.org
- www.theaawa.org

Medical Health and Population Well-being

GENERAL ANIMAL HEALTH MANAGEMENT PROTOCOLS

- <https://sheltermedicine.vetmed.ufl.edu/shelter-services/disease-management/>

PARASITE CONTROL

- https://www.aspcapro.org/sites/default/files/resource/downloads/2020-2020-08/aspca_intake_parasites.pdf

FELINE VACCINATION

- https://www.aspcapro.org/sites/default/files/aspca_intaketable_vaccinerecommendations_cats_0.pdf

FELINE VIRAL TESTING

- <https://journals.sagepub.com/doi/full/10.1177/1098612X19895940>
- <https://journals.sagepub.com/doi/pdf/10.1177/1098612X20941784>

CANINE VACCINATION

- https://www.aspcapro.org/sites/default/files/resource/downloads/2020-2020-08/aspca_intake-vax-dogs.pdf
- <https://www.aaha.org/aaha-guidelines/2022-aaha-canine-vaccination-guidelines/vaccination-of-shelter-dogs-and-puppies/>

CANINE HEARTWORM TESTING & DISEASE IN SHELTERS

- <https://www.shelternvet.org/assets/PDFs/Relocating%20HW%2BDogs.pdf>
- <https://www.shelternvet.org/heartworm-disease-resources>

SANITATION

- <https://www.aspcapro.org/sites/default/files/shelterdisinfectantposter.pdf>
- <https://www.aaha.org/aaha-guidelines/infection-control-configuration/properties-of-disinfectants/characteristics-of-selected-disinfectants/>
- <https://www.aspcapro.org/sites/default/files/aspca-bleach-poster.pdf>
- <https://rescuedisinfectants.com/shelters-united-and-virox-partnership/>
- <https://sheltersunited.com/partner/virox/bundles/>

OUTBREAK RESPONSE – POPULATION MANAGEMENT

- <https://sheltermedicine.vetmed.ufl.edu/wordpress/files/2020/08/Disease-Outbreak-Management-in-Shelters.2021.pdf>
- <https://www.aaha.org/aaha-guidelines/2022-aaha-canine-vaccination-guidelines/vaccination-of-shelter-dogs-and-puppies/infectious-disease-outbreak-management-in-shelters/>

Behavioral Health and Well-being

NUTRITION

- <https://www.aspcapro.org/resource/use-food-calculator>

ENRICHMENT OVERVIEW

- <https://www.nacanet.org/wp-content/uploads/2019/03/Best-Friends-Humane-Animal-Control-Manual.pdf> (Appendix K, Appendix L)

CANINE ENRICHMENT, BEHAVIORAL PROBLEMS, AND MODIFICATION STRATEGIES

- <https://www.aspcapro.org/sites/default/files/aspcapro-sample-enrichment-schedule.pdf>
- <https://ontariospca.ca/wp-content/uploads/2019/05/Sample-Canine-Enrichment-Schedule.pdf>
- https://resources.bestfriends.org/article/enrichment-dogs-shelters?_ga=2.15586750.947194819.1665335933-323673989.1656109594
- <https://forum.maddiesfund.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=48c98d0a-c968-409f-af00-e0d3b382457e&forceDialog=0>
- <https://www.animalfarmfoundation.org/loosening-the-reins-on-shelter-enrichment-might-be-the-secret-to-happier-dogs/>
- <https://centerforshelterdogs.tufts.edu/resource-library/>
- <https://centerforshelterdogs.tufts.edu/dog-behavior/problems-and-management/>
- <https://americanpetsalive.org/blog/behavioral-euthanasia-decisions>
- <https://apdt.com/wp-content/uploads/2017/01/ian-dunbar-dog-bite-scale.pdf>

FELINE ENRICHMENT STRATEGIES, BEHAVIOR, ACTIVITIES, TRAINING

- <https://resources.bestfriends.org/article/enrichment-shelter-cats>
- <https://resources.bestfriends.org/article/enrichment-ideas-activities-and-products-indoor-cats>
- <https://forum.maddiesfund.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=48c98d0a-c968-409f-af00-e0d3b382457e&forceDialog=0>
- <https://humanepro.org/topics/animal-behavior-and-training>
- <https://resources.bestfriends.org/pet-training-cats/all-cat-training-resources?page=1>

FEAR FREE FAS HANDOUTS, CANINE & FELINE

- <https://fearfreepets.com/fas-spectrum/>

GUINEA PIG RESOURCES

- <https://www.humanesociety.org/resources/guinea-pig-housing>
- <https://www.humanesociety.org/resources/guinea-pig-feeding>

RABBIT RESOURCES

- <https://rabbit.org/resources/for-animal-shelters/>
- <https://rabbit.org/resources/for-new-owners/>
- <https://rabbit.org/care/housing/>
- <https://rabbit.org/care/food-diet/>

Organizational Programming and Policy Development

ADOPTION PROGRAMMING

- <https://www.millioncatchallenge.org/resources/removing-barriers-to-adoption>
- <https://humanepro.org/page/adopters-welcome-manual>

CAPACITY FOR CARE (C4C)

- <https://www.millioncatchallenge.org/resources/capacity-for-care>
- <https://www.sheltermedicine.com/library/resources/?r=overview-of-capacity-for-care-c4c>

COMMUNITY CATS

- <https://humanepro.org/page/managing-community-cats>
- <https://network.bestfriends.org/education/manuals-handbooks-playbooks/community-cat-programs-handbook>
- <https://www.alleycat.org/resources/how-to-help-community-cats-a-step-by-step-guide-to-trap-neuter-return/>
- <https://www.millioncatchallenge.org/resources/return-to-field>

MANAGED ADMISSIONS

- <https://network.bestfriends.org/education/manuals-handbooks-playbooks/managed-intake-or-admissions-training-playbook>
- <https://www.millioncatchallenge.org/resources/managed-admission>

MANUALS, HANDBOOKS, OPERATIONS, PLAYBOOKS

- <https://network.bestfriends.org/education/manuals-handbooks-playbooks#handbooks>
- <https://network.bestfriends.org/proven-strategies/operations>
- <https://www.humananimalsupportservices.org/toolkits/>

VOLUNTEER PROGRAMMING

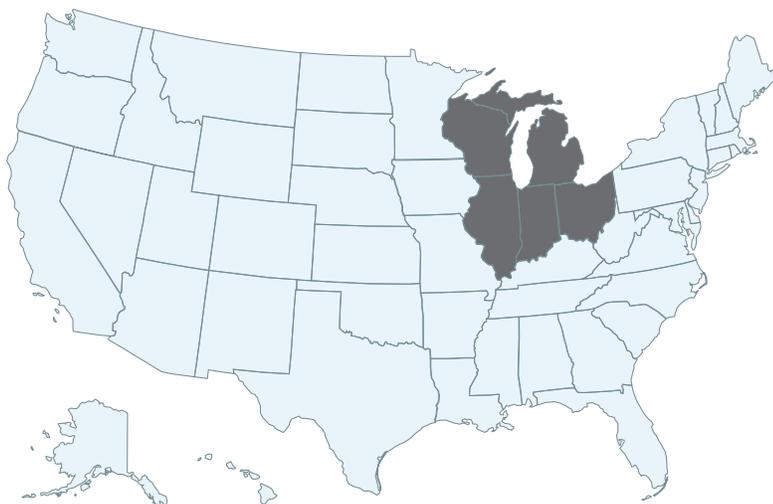
- https://network.bestfriends.org/sites/default/files/inline-files/Volunteer%20Program%20Overview_8.16.2022.pdf
- https://network.bestfriends.org/sites/default/files/inline-files/Appendix%20N_Volunteer%20Programs.pdf
- <https://resources.bestfriends.org/article/best-friends-volunteer-handbook>
- <https://www.humananimalsupportservices.org/toolkit/volunteer-integration/>
- <https://www.humananimalsupportservices.org/toolkit/the-foster-centric-model/>

EAST NORTH CENTRAL REGION

Q3 2022 Analysis: January - September



With increases in outcomes well below increases in intake, the East North Central region has the lowest PBC of all regions in 2022



States in the East North Central Region (as defined by the US Census)

- Illinois
- Indiana
- Michigan
- Ohio
- Wisconsin

INTAKES

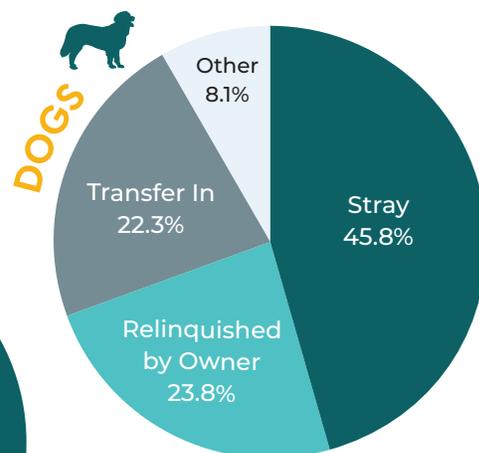
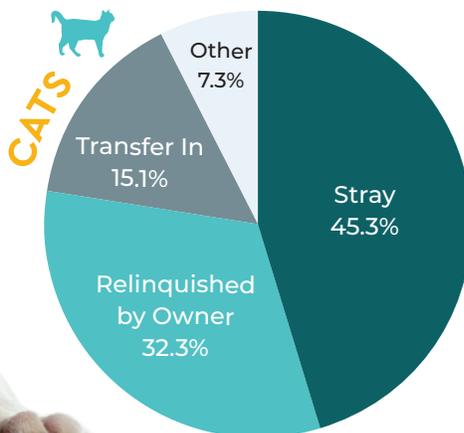
TOTAL COMMUNITY INTAKES ALL SPECIES



9.4%
CHANGE
2021 TO 2022
JAN-SEPT

-5.1%
CHANGE
2019 TO 2022
JAN-SEPT

Intake Types % of Total Intakes 2022



OUTCOMES

TOTAL OUTCOMES



LIVE OUTCOMES



NON-LIVE OUTCOMES



TOTAL ADOPTIONS



CAT ADOPTIONS



DOG ADOPTIONS



PBC



The SAC Population Balance Calculation (PBC) is the formula used to determine if a shelter's population is increasing, decreasing, or staying the same. It simply takes the total outcomes divided by the total intakes for a time period. 100% means the animals are leaving at the exact same rate they are coming in. Below 100% means the population is increasing and above 100% means the population is decreasing.

2019	2020	2021	2022
94.9%	95.6%	93.8%	90.9%



View the full [Q3 Report](#) on the website for national insights January - September 2022

bit.ly/SACQ32022News

**UPAWS Treasurer's Report
November 2022**

Activities Since Last Report:

- Signed the 990 for submission to the IRS. The public copy will be posted online once received.

October 2022 Financial Reports:

The October 2022 financial reports are presented to the Board of Directors for approval after being reviewed and approved by the Finance Committee.

Treasurer's Notes:

Revenue:

- Adoptions under budget for this month but we are still over budget for the year.
- Microchipping over budget.
- Overall revenue is under budget for the month for the month. Most categories are at or above budget for the year, with the exception of fundraising.

Expense:

- Per discussion with the auditor, we will now be estimating quarterly depreciation. An entry was completed for Q1, Q2, and Q3 which is why it is so high. While reviewing financial reports, depreciation should be added back for actual cash expenditures.
- Lights of Love Expense is due to a correcting entry to move merchandise back to retail expense.
- Investment Expense for this month is negative to make a correcting entry for prior errors. Total expense for the year is just below \$16,000. This includes fees by Wells Fargo for our brokerage account and First Bank for management of the Dixon Trust.
- Total actual cash portion of net ordinary income: (\$6,942.25), year to date: \$145,447.75

Balance Sheet:

- Some of the adjusting journal entries (AJE) were posted this month from the 2021 audit. You'll notice an increase to Allowance for Uncollected Promises (1540). We will be writing off several items against this account next month.

Respectfully Submitted,
Chris Danik
Treasurer

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

	<u>Oct 31, 22</u>	<u>Oct 31, 21</u>	<u>\$ Change</u>
ASSETS			
Current Assets			
Checking/Savings			
1010 · Nicolet Checking	145,058.36	158,992.56	(13,934.20)
1012 · Nicolet Sally's Fund Savings	44,829.58	23,644.56	21,185.02
1018 · Nicolet Money Mrkt Savings 5336	785,064.02	663,603.23	121,460.79
1070 · PayPal account	727.79	31.78	696.01
1071 · Square Account	221.14	0.00	221.14
1090 · Cash in Drawer	333.78	149.99	183.79
Total Checking/Savings	<u>976,234.67</u>	<u>846,422.12</u>	<u>129,812.55</u>
Accounts Receivable			
1200 · *Accounts Receivable	7,095.50	4,123.00	2,972.50
1524 · Capital Campaign Pledges	27,610.00	35,345.00	(7,735.00)
Total Accounts Receivable	<u>34,705.50</u>	<u>39,468.00</u>	<u>(4,762.50)</u>
Other Current Assets			
1080 · Petty Cash	94.19	273.94	(179.75)
12100 · Inventory Asset	0.00	(188.50)	188.50
1540 · Allowance for Uncol Promises	(17,234.00)	(7,298.00)	(9,936.00)
1550 · Discount-CC Pledges Receivable	(2,395.00)	(3,500.00)	1,105.00
1607 · Employee loan	(1,013.41)	(1,013.41)	0.00
Total Other Current Assets	<u>(20,548.22)</u>	<u>(11,725.97)</u>	<u>(8,822.25)</u>
Total Current Assets	<u>990,391.95</u>	<u>874,164.15</u>	<u>116,227.80</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
1643 · Land Improvements	20,617.85	0.00	20,617.85
1645 · Office & Kennel Equipment	5,615.86	5,615.86	0.00
1650 · New Shelter-Furniture & Equip	95,830.01	96,424.01	(594.00)
1670 · Accumulated Depreciation	(378,383.32)	(121,006.30)	(257,377.02)
Total Fixed Assets	<u>3,440,173.95</u>	<u>3,677,527.12</u>	<u>(237,353.17)</u>
Other Assets			
1074 · WF Endowment Fund Investments	325,122.66	302,169.19	22,953.47
1700 · Beneficial Interest in MCCF	113,820.05	101,700.19	12,119.86
1702 · Beneficial Interest-Dixon F B	586,170.34	721,490.14	(135,319.80)
9999 · Point of Sale General Asset	0.00	(4.00)	4.00
Total Other Assets	<u>1,025,113.05</u>	<u>1,125,355.52</u>	<u>(100,242.47)</u>
TOTAL ASSETS	<u><u>5,455,678.95</u></u>	<u><u>5,677,046.79</u></u>	<u><u>(221,367.84)</u></u>
LIABILITIES & EQUITY			

Liabilities			
Current Liabilities			
Accounts Payable			
2001 · *Accounts Payable	(50.00)	(3,633.39)	3,583.39
Total Accounts Payable	(50.00)	(3,633.39)	3,583.39
Other Current Liabilities			
2002 · AP-New Shelter Retainage	(140.81)	986.69	(1,127.50)
2025 · Accrued Benefits	11,690.86	4,068.39	7,622.47
2100 · Payroll Liabilities			
2101 · Federal Tax W/H Payable	563.60	597.60	(34.00)
2102 · Medicare and SS Payable	1,596.55	1,634.65	(38.10)
2103 · Michigan W/H Payable	1,655.43	1,242.22	413.21
2104 · Suta Tax Payable	(135.17)	73.71	(208.88)
2108 · AFLAC pre-tax	(59.43)	(59.43)	0.00
2111 · Simple Plan Payable	(6.00)	(6.00)	0.00
2100 · Payroll Liabilities - Other	7,950.37	7,681.34	269.03
Total 2100 · Payroll Liabilities	11,565.35	11,164.09	401.26
2330 · N/P Mbank PPP Proceeds	0.00	54,300.00	(54,300.00)
2550 · Sales Tax Payable	1,973.69	587.09	1,386.60
Total Other Current Liabilities	25,089.09	71,106.26	(46,017.17)
Total Current Liabilities	25,039.09	67,472.87	(42,433.78)
Total Liabilities	25,039.09	67,472.87	(42,433.78)
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	3,944,553.35	2,679,828.37	1,264,724.98
Net Income	(134,788.94)	1,308,870.10	(1,443,659.04)
Total Equity	5,430,639.86	5,609,573.92	(178,934.06)
TOTAL LIABILITIES & EQUITY	5,455,678.95	5,677,046.79	(221,367.84)

Upper Peninsula Animal Welfare Shelter
YTD Budget to Actual
October 2022

	<u>Oct 22</u>	<u>Budget</u>	<u>Jan - Oct 22</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense					
Income					
4000 · SHELTER REVENUE					
4005 · Pet Adoptions	4,862.55	6,666.66	69,114.51	66,666.66	80,000.00
4010 · Redeemed Animals	595.00	416.66	3,250.00	4,166.66	5,000.00
4012 · Boarding Fee	75.00	166.66	1,678.61	1,666.66	2,000.00
4015 · Vet/Optional Care	150.00	83.34	1,240.59	833.34	1,000.00
4017 · Dog Park	208.15	625.00	2,933.41	6,250.00	7,500.00
4018 · Rentals Revenue	(50.00)	416.66	70.00	4,166.66	5,000.00
4020 · Government Contracted Services	2,506.00	833.34	34,096.60	8,333.34	10,000.00
4030 · Dog License Revenue	60.00	33.34	298.00	333.34	400.00
4031 · Microchipping	705.00	291.66	1,600.00	2,916.66	3,500.00
4032 · Nail Clipping / Grooming	385.00	1,083.34	2,373.35	10,833.34	13,000.00
4033 · Community Spay/Neuter Revenue	240.00	666.66	3,103.00	6,666.66	8,000.00
4050 · Miscellaneous Services	10.00	50.00	125.00	500.00	600.00
4060 · Cremation Services Revenue	0.00	125.00	1,699.75	1,250.00	1,500.00
Total 4000 · SHELTER REVENUE	9,746.70	11,458.32	121,582.82	114,583.32	137,500.00
4100 · DIRECT PUBLIC SUPPORT					
4006 · Pet Care Sponsorship	1,155.61	608.34	10,565.38	6,083.34	7,300.00
4008 · Pet Promotion Sponsorship	0.00	83.34	205.00	833.34	1,000.00
4109 · Pink Lady	25.00	83.34	1,315.00	833.34	1,000.00
4110 · Donations	15,679.28	21,666.66	219,102.58	216,666.66	260,000.00
4120 · Special Gifts	706.00	1,000.00	16,258.18	10,000.00	12,000.00
4123 · Memorial Bricks/Tiles	0.00	416.66	2,250.00	4,166.66	5,000.00
4125 · Donated Svs/Material In Kind	3,177.00	3,083.34	10,051.25	30,833.34	37,000.00
4130 · Memorials/Honorariums	0.00		0.00		
4135 · Bequests	0.00	4,166.66	52,575.38	41,666.66	50,000.00
4188 · Naming Opportunities	0.00	2,083.34	261,354.01	20,833.34	25,000.00
4100 · DIRECT PUBLIC SUPPORT - Other	0.00		0.00		
Total 4100 · DIRECT PUBLIC SUPPORT	20,742.89	33,191.68	573,676.78	331,916.68	398,300.00
4156 · GRANT REVENUE					
4157 · General Grants	0.00	1,666.66	10,714.49	16,666.66	20,000.00
4156 · GRANT REVENUE - Other	0.00		0.00		
Total 4156 · GRANT REVENUE	0.00	1,666.66	10,714.49	16,666.66	20,000.00
4200 · FUNDRAISING REVENUE					
4128 · Misc/3rd Party Fundraisers	0.00	137.50	2,906.28	1,375.00	1,650.00
4140 · Canisters	913.10	666.66	7,673.26	6,666.66	8,000.00
4143 · Econo Receipts	0.00	2,900.00	3,107.55	5,200.00	5,200.00
4144 · Cause for Paws	0.00	0.00	2,704.00	23,600.00	23,600.00
4146 · Rummage Sale	0.00	0.00	0.00	2,100.00	2,100.00
4147 · Strut Your Muttt	5,122.87	0.00	14,315.96	16,200.00	16,200.00
4151 · Raise The Woof	0.00	0.00	4,262.92	5,850.00	5,850.00
4170 · TUFT Golf Outing	0.00	0.00	23,057.88	19,825.00	19,825.00
4183 · Rescue Raffle	350.00	0.00	6,325.00	7,600.00	7,600.00
4185 · Lights of Love	5.00	0.00	40.00	0.00	2,600.00
4197 · Calendar	510.70	250.00	21,057.24	16,700.00	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	6,901.67	3,954.16	85,450.09	105,116.66	140,195.00
4500 · OTHER Revenue					
4001 · Volunteer Program	0.00	70.00	0.00	700.00	840.00
4112 · Kids Club	0.00	500.00	0.00	5,000.00	6,000.00
4205 · Resale Items Revenue	3,274.35	2,166.66	21,652.52	21,666.66	26,000.00
4215 · Interest Revenue	399.86	166.66	1,403.56	1,666.66	2,000.00
4220 · Miscellaneous Revenue	(1.50)	66.66	732.20	666.66	800.00
4221 · Endowment Fund Earnings	0.00	0.00	4,797.98	4,000.00	8,000.00
4223 · MCCF B.Reider Fund Distribution	0.00	0.00	21,192.26	16,000.00	16,000.00
4227 · Distribution from Dixon Estate	2,369.24	2,500.00	5,779.85	10,000.00	30,000.00
Total 4500 · OTHER Revenue	6,041.95	5,469.98	55,558.37	59,699.98	89,640.00
46000 · Merchandise Sales	250.00		250.00		
Total Income	43,683.21	55,740.80	847,232.55	627,983.30	785,635.00
Gross Profit	43,683.21	55,740.80	847,232.55	627,983.30	785,635.00
Expense					
5000 · Employee Expense					
5129 · Employee Uniforms	93.40	83.34	1,733.96	833.34	1,000.00
5200 · Payroll Expenses	25.97		416.91		
5201 · Wages & Salaries	33,961.22	30,123.94	362,565.11	301,239.34	361,487.20
5225 · Simple Plan Employer	190.27	225.00	1,748.27	2,250.00	2,700.00
5230 · Michigan Unemployment Payable	6.47	29.16	606.90	291.66	350.00
5235 · Employer Social Security	2,105.60	1,813.44	22,503.31	18,134.35	21,761.21
5240 · Employer Medicare	492.45	424.11	5,262.88	4,241.09	5,089.31
5245 · Worker's Compensation	265.00	250.00	2,200.00	2,500.00	3,000.00
5246 · Employee Relations	0.00	100.00	2,308.26	1,000.00	5,200.00
5247 · QSEHRA	0.00		13.30		
5248 · Health Ben / Dental / Vision	3,060.76	625.00	7,918.86	6,250.00	7,500.00
5250 · Employee Benefits	(2,500.00)	1,625.00	0.00	16,250.00	19,500.00
Total 5000 · Employee Expense	37,701.14	35,298.99	407,277.76	352,989.78	427,587.72
5500 · OPERATING EXPENSE					
5009 · Phone/Network Access	279.83	283.34	3,829.05	2,833.34	3,400.00
5011 · Merchant Service Fees	362.08	500.00	5,556.95	5,000.00	6,000.00
5012 · Bank Service Charges	0.00	12.50	0.00	125.00	150.00
5013 · Paypal Fees	13.24	25.00	28.50	250.00	300.00
5014 · Square Fees	0.00	125.00	22.66	1,250.00	1,500.00
5050 · Utilities	2,652.36	2,083.34	28,782.46	20,833.34	25,000.00
5100 · Cleaning Supplies	81.00	458.34	2,731.02	4,583.34	5,500.00
5102 · Animal Supplies/Equipment	427.00	500.00	7,992.71	5,000.00	6,000.00
5105 · Repairs/Maintenance	275.22	833.34	13,487.21	8,333.34	10,000.00
5106 · Garbage/Snow Removal	827.61	450.00	11,187.84	7,190.00	10,000.00
5115 · Office Supplies/Postage	96.24	583.34	3,426.93	5,833.34	7,000.00
5117 · Community Spay/Neuter Expense	138.00	916.66	3,941.00	9,166.66	11,000.00
5120 · Building/Auto Insurance	0.00	916.66	31,926.05	9,166.66	11,000.00
5125 · Food	1,884.68	1,208.34	6,623.38	12,083.34	14,500.00
5127 · Microchips	0.00	833.34	0.00	8,333.34	10,000.00
5130 · Medical Supplies-Vaccines	2,270.75	1,266.66	22,017.50	12,666.66	15,200.00
5135 · Vet Care	2,015.59	6,333.34	30,900.72	63,333.34	76,000.00
5140 · Spay & Neuter Expense	2,119.80	2,083.34	24,829.47	20,833.34	25,000.00
5145 · Vehicle	171.90	125.00	1,825.13	1,250.00	1,500.00

5146 · Dog License Expense	20.00	37.50	218.00	375.00	450.00
5150 · Mileage	237.87	66.66	1,578.40	666.66	800.00
5160 · Depreciation	117,030.46		117,030.46		
5165 · Cash over/short	(2.60)	8.34	(200.73)	83.34	100.00
5530 · Cremation Services Expense	120.00	166.66	1,473.00	1,666.66	2,000.00
6138 · Pink Lady Expense	237.00	166.66	2,317.97	1,666.66	2,000.00
6524 · Dog Park	0.00	83.34	1,300.44	833.34	1,000.00
6539 · Computer Software	434.00	416.66	5,679.08	4,166.66	5,000.00
6565 · IT Consulting	0.00	108.34	642.00	1,083.34	1,300.00
Total 5500 · OPERATING EXPENSE	131,692.03	20,591.70	329,147.20	208,606.70	251,700.00
5550 · GRANT EXPENSE					
5551 · General Grants	0.00		808.04		
Total 5550 · GRANT EXPENSE	0.00		808.04		
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	2,496.70	2,800.00	2,745.70	3,650.00	3,775.00
6311 · Cause for Paws Expense	0.00	0.00	1,782.37	7,080.00	7,080.00
6312 · Rummage Sale Expense	0.00	0.00	0.00	100.00	100.00
6315 · Misc/3rd Party Fund Expense	0.00	16.66	231.38	166.66	200.00
6317 · Raise The Woof Expense	0.00	0.00	1,155.53	3,490.00	3,490.00
6322 · Rescue Raffle Expense	1,900.00	0.00	2,218.89	2,280.00	2,280.00
6324 · Miscellaneous Expenses	0.00	4.16	402.37	41.66	50.00
6330 · TUFT Golf Outing Expense	0.00	0.00	8,606.96	7,466.00	7,466.00
6355 · Lights of Love Expense	(1,276.54)	0.00	0.00	0.00	100.00
6550 · Strut Your Mutt Expense	1,627.75	0.00	3,118.09	2,350.00	2,350.00
Total 5600 · FUNDRAISING EXPENSE	4,747.91	2,820.82	20,261.29	26,624.32	27,416.00
6000 · OTHER EXPENSE					
5142 · Volunteer Program	29.99	100.00	524.26	1,000.00	1,200.00
6313 · Direct Solicitations	52.00	0.00	9,036.17	7,200.00	10,800.00
6503 · Community Outreach	0.00	166.66	782.54	1,666.66	2,000.00
6504 · Memorial Bricks/Tiles	0.00	291.66	674.89	2,916.66	3,500.00
6505 · Professional Fees	0.00	750.00	38.90	7,500.00	9,000.00
6510 · Publications	0.00	0.00	5,901.93	10,000.00	15,000.00
6511 · Pet Promotion Expense	0.00	312.50	1,505.51	3,125.00	3,750.00
6515 · Promotions & Advertising	0.00	70.84	507.25	708.34	850.00
6523 · Kids Club	0.00	83.34	0.00	833.34	1,000.00
6525 · Resale Items Expense	8,057.40	1,083.34	23,306.31	10,833.34	13,000.00
6530 · Conferences / Training	0.00	333.34	782.52	3,333.34	4,000.00
6532 · Donor Development	0.00	146.25	36.00	1,462.50	1,755.00
6533 · Strategic Planning	0.00	100.00	0.00	1,000.00	1,200.00
6535 · Licenses, Dues, Permits & Fees	0.00	100.00	534.00	1,000.00	1,200.00
6540 · Miscellaneous Expense	0.00	41.66	1,706.80	416.66	500.00
6561 · Investment Expense	(14,624.55)	0.00	15,983.89	0.00	0.00
6688 · Naming Opportunity Expense	0.00	83.34	0.00	833.34	1,000.00
Total 6000 · OTHER EXPENSE	(6,485.16)	3,662.93	61,320.97	53,829.18	69,755.00
Total Expense	167,655.92	62,374.44	818,815.26	642,049.98	776,458.72
Net Ordinary Income	(123,972.71)	(6,633.64)	28,417.29	(14,066.68)	9,176.28
Other Income/Expense					
Other Income					
4119 · Stock Dontations	457.02		457.02		

4226 · Change in Value-Dixon Trust	0.00	0.00	(133,990.20)	0.00	0.00
4300 · Unrealized Gain/Loss	(3,591.41)	0.00	(44,256.81)	0.00	0.00
4400 · RESTRICTED REVENUE					
7400 · SALLY'S FUND					
4218 · Sally's Fund Revenue	1,300.00	0.00	15,540.59	0.00	0.00
6518 · Sally's Fund Expense	<u>(185.00)</u>	<u>0.00</u>	<u>(956.83)</u>	<u>0.00</u>	<u>0.00</u>
Total 7400 · SALLY'S FUND	<u>1,115.00</u>	<u>0.00</u>	<u>14,583.76</u>	<u>0.00</u>	<u>0.00</u>
Total 4400 · RESTRICTED REVENUE	<u>1,115.00</u>	<u>0.00</u>	<u>14,583.76</u>	<u>0.00</u>	<u>0.00</u>
Total Other Income	<u>(2,019.39)</u>	<u>0.00</u>	<u>(163,206.23)</u>	<u>0.00</u>	<u>0.00</u>
Net Other Income	<u>(2,019.39)</u>	<u>0.00</u>	<u>(163,206.23)</u>	<u>0.00</u>	<u>0.00</u>
Net Income	<u>(125,992.10)</u>	<u>(6,633.64)</u>	<u>(134,788.94)</u>	<u>(14,066.68)</u>	<u>9,176.28</u>

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of October 2022

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2022	\$938,594.78	\$776,458.72	\$2,127.28	441	(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. **Impact Stories – 8 beagles** from the same home were surrendered to UPAWS this month. The beagles were used as hunting dogs and lived outside. All of the dogs were well behaved and very loving. As of 11/23, six out of the eight dogs have been adopted.

Pumpkin the goat with the prosthetic leg – The following is a news story from

upmatters.com - MARQUETTE, Mich. (WJMN) – A goat surrendered to [UPAWS](#) a few weeks ago is learning to walk again, and she’s had a lot of help along the way. Naomi Noordyk-Piirala and her husband Tim own [Dead River Farm](#). When they first met Pumpkin, they knew she had to join their herd.

“I think just seeing her originally. The original call was just for the other goat. My husband and I went to UPAWS. We saw her and just saw how much she wanted to thrive, and we couldn’t leave her there,” said Noordyk-Piirala.

One of Pumpkin’s legs wasn’t functioning properly. They were then connected with Samantha Eckert at [Northern Orthotics & Prosthetics](#). Pumpkin isn’t their typical client.

“We provide bracing and artificial limbs to humans, ranging from children to adults. That’s our main focus. But we often have people contact us about their pets who, a lot of times feel like they are part of the family anyway. We’ve tried to help out as much as we can,” said Eckert.

After seeing some pictures and videos, Eckert said there was no question she wanted to help. The first step was evaluating Pumpkin to see if she could even physically use a prosthesis.

“We took a mold of her leg in order to make a custom socket or top part of the prosthesis that would get strapped on her. We took the mold and then I brought it back to the lab. I was able to turn it into a mold of her leg and then modify it to create this custom plastic socket version of her leg.” Eckert continued, “Then we just assembled from there. I had to do some research to figure out what the foot should look like and how she was going to be able to walk with it because I don’t work with animals very much. It was a fun opportunity for me to do some research too.”

All of the time and materials were donated by [Northern Orthotics](#). As a show of gratitude, [Dead River Farm](#) made a donation to [Bay Cliff Health Camp](#) and [UPAWS](#) on behalf of Pumpkin.

“I have a feeling me and Pumpkin are going to be friends for a long time. We’ll probably end up making a couple iterations of the socket and maybe change some things with the grip on the foot. We won’t really know until we try it. Like I said, this is my first goat. We’ll see how it goes and I’m sure Naomi and I will stay in touch,” said Eckert.

To watch the news story please go to the following link -

<https://www.upmatters.com/news/pumpkin-the-goat-takes-first-steps-with-prosthetic-leg/>

- b. **Bissell Week** – Bissell Week will be held from December 1st – 11th. Adoption fees will be covered by the Bissell Foundation.
- c. **Shelter Assessment** –The Michigan Pet Alliance sent UPAWS their shelter assessment report on November 8th. The presentation and review of the report will take place on December 12th at 6pm.
- d. **Kongsgiving** – The Executive Director applied for a grant through Bark Nation for engagement activities for the UPAWS dogs. On 11/23 all the dogs received Kongs filled with different pet safe Thanksgiving foods.
- e. **Volunteers** – In the month of November, 8 new volunteers began as cleaners and animal care support.

II. Property –

New Vendor for Garbage Removal– Please see the attached R&R.

III. Human Resources

- a. **Becca Brown** - Becca has been an employee at UPAWS for the last 14 months and is a coordinator. She has given her resignation, as she is moving to snowier pastures in Alaska! She has accepted a position to be a shelter manager at an animal shelter in Anchorage. Becca has been a great employee and has great compassion for our animals. Her last day will be on December 3rd.
- b. **Employee of the Month** – Katie McNew, who is an Animal Caregiver and has worked at UPAWS for 3 months, is the Employee of the Month for the month of October. Katie is a hard worker, great communicator, and has a lot of love and compassion for our animals. If you would like the opportunity to congratulate or thank Katie for her hard work, her email is kmcnew@upaws.org.

IV. Public Relations and Outreach

- a. **Media for the month of October** – 5 tv interviews, 1 print interview, 3 radio interviews
- b. **Lake Superior Community Partnership** – The Executive Director hosted and spoke to the Lake Superior Community Partnership, which is an organization that is a resource for economic development. The Executive Director was able to give 29 business professionals a tour and presentation on the work of UPAWS, gave them information on how to become a volunteer or board member, and different ways they could donate. 22 out of the 29 had never been to UPAWS.
- c. **The Holiday Newsletter** – The annual holiday newsletter has been sent to the printer and should be at homes the first full week of December.

V. Fundraising

- a. **The Holiday Store** - The UPAWS Holiday Store is now open at the Westwood Mall. The hours for the store are the following - **Wednesdays** - 12pm - 5pm, **Thursdays** - 12pm - 7pm, **Friday** - 12pm - 7pm, **Saturday** - 10:30am - 5pm, **Sunday** - 1pm - 5pm. If you

would like to volunteer at the store, please sign up at:
<https://www.signupgenius.com/go/5080e4ba4a722a4fc1-holiday1>

- b. Giving Tuesday** – Our Giving Tuesday campaign began on November 1st and goes until November 30th. The actual Giving Tuesday is on November 29th. Advertisements and reminders have been going out to our donors and the public since the beginning of the month.

October 2022		DOGS		CATS		OTHER	TOTAL	
In Shelter		35		30		27	92	
In Foster		0	0 in true foster	32	in true foster	3	35	
TOTAL Beginning Count		35		62		30	127	
INTAKE								
		DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
Owner Surrender		11	7	20	9	10	57	532
Returned Adoption		3	0	9	0	0	12	69
Stray (from Police, Public and Shelter Pickup)		11	0	18	1	1	31	236
Born in Care		0	0	0	0	3	3	43
Transferred from Other Shelters		0	0	0	0	0	0	205
Special Hold/Service In		1	0	0	0	0	1	13
Seized/Custody (Cruelty & Neglect)		0	0	0	0	0	0	4
Total Intakes		26	7	47	10	14	104	1102

OUTCOMES

Adoptions (shelter, foster home or special event)	20	0	23	5	15	63	871
Total Adoptions YTD	221	19	353	95	183	871	
Returned to Owner	10	0	7	0	0	17	131
Transferred to Rescue Groups/Shelters	1	0	0	0	0	1	6
Total Live Outcomes	31	0	30	5	15	81	1008

EUTHANIZED/DEATHS/MISSING/STOLEN

Dangerous	0	0	0	0	0	0	5
Dying	0	0	0	0	1	1	7
Animal's Name and Reason					Violet (horse) - Dying/Trauma		
TOTAL ANIMALS EUTHANIZED	0	0	0	0	1	1	12

Died at shelter/foster home - Unknown	0	0	0	0	0	0	40
Missing/Stolen/Escaped	0	0	0	0	0	0	1
Animal's Name and Reason							
Total Euth/Died/Other Outcomes	0	0	0	0	1	1	53

In Shelter	15		24		28	67
In Foster	22	1 in true foster	60	1 in true foster	0	82
TOTAL Ending Count (per formula)	37		84		28	149
TOTAL Ending Count (per reports)	37		84		28	149

SAVE RATE (Intake- Euthanasia Outcome)/Intake						99.0%	98.9%
ASPCA Live Release Rate (Live Outcomes/ Intake)						77.9%	91.5%

OTHER INFO	Dogs	Cats
Avg. Length of Stay	31.5	56.2
Monthly Return Rate (returns/adoptions)	15%	32%

OCTOBER 2022 - CLINIC SERVICES	DOGS	CATS	OTHER	TOTAL	YTD
Owner Requested Euthanasia	0	0	0	0	3
Bite Hold (for Owner)	0	0	0	0	2
Spay/Day	0	0	0	0	29
Community Spay/Neuter (Spay It Forward)	1	2	0	3	8
Microchipping	47	10	0	57	79
Domestic Violence	0	0	0	0	5
Pending Investigation	0	0	0	0	0
Boarding	0	0	0	0	0
Dog Park Permits	6	0	0	6	65
Service - Home 2 Home	0	0	0	0	27
Service - Nailtrims	11	5	2	18	103
Service - Dog Licenses	0	0	0	0	10
Service - Cremation Services	0	0	0	0	9
Total	65	17	2	84	340

UPAWS Finance Committee Agenda

Meeting Date: Thursday, November 17th, 2022 at 5:00pm

Meeting Location: Google Meet

Present: Chris Danik (Chair), Bill Brutto, Dale Dexter, Jill Compton, Cole Zyburt

Excused: Corey Hollowell

New Business

- Review of October Financial Reports: The Finance Committee reviewed all of the October 2022 financial reports. The committee noticed there were two payments to the IRS for roughly the same amount. **It was moved by Jill and seconded by Dale to recommend that the board of directors approve the October 2022 financial reports with the request that Chris will ask Corey about the two IRS payments. The motion passed unanimously.**
- Discussion of Money Market Account: Chris noted that the amount we are making on our money account has gone up. The interest rate is now at 1%. Cole suggested we shop around as we could be getting around 4% and the committee discussed shopping around for this. The committee had a discussion around setting up some CDs in a ladder (6 month, 12 month, and 18 month for example). The money isn't as liquid in a CD but using the ladder system would give us access to cash potentially quicker than investing all of it to one CD. The committee will continue to investigate utilizing CDs or other money market options.
- Recommended Portfolio Changes: The Finance Committee reviewed the recommended changes from Wells Fargo. Cole noted that Oppenheimer has been underperforming because 12% of its portfolio was Russian investments. Chris noted that a donor had recently given 3 of the AAPL shares. **It was moved by Jill and seconded by Dale to support the Wells Fargo recommendations. The motion passed unanimously.**

Bill Brutto left the meeting for the discussion of the Executive Director bonus.

- Bonus Review for Executive Director From the Personnel Committee: The Finance Committee reviewed the proposal provided by the Personnel Committee. **It was moved by Jill and seconded by Cole to support the recommendation of \$150 per month worked in the calendar year totaling \$1800. The motion passed unanimously.**

- Bonus for Volunteers: Jill asked if UPAWS has ever given out any bonus (maybe in the form of a gift card) to key volunteers. She noted that our financial statements are as good as they are because of our volunteers and we should reward them if possible.

Old Business

- Endowment Fund Updates: Tabled pending discussion with legal counsel.
- Financial Policy Revisions: Tabled pending continued operational discussion between Chris, Bill, and Corey.

The meeting adjourned at 5:48 pm.

Next Meeting: Thursday December 22, 2022

Respectfully submitted,

Chris Danik
Treasurer / Finance Committee Chair

FUNDRAISING COMMITTEE MEETING MINUTES
Cliffs/Eagle Mine Community Room
UPAWS Campus & Zoom
November 21, 6:00pm

PRESENT: Lynn Andronis, Ann Brownell, Sara Collins, Leslie Hurst (chair), Reva Laituri

Lynn has agreed to chair this committee in the future.

2022 Fundraisers (reference Snapshot & [Calendar / Contacts](#)):

- Pet Photo Calendar (Reva) - About 1/3 sold, which is similar to past year's.
- CFP19 Name a Beer After Your Pet Release Parties (Amber)
 - Mark & Chris Troudt for UPAWS Staff, dependent on the new Cognition location.
 - Jim Larsen probably early 2023.
- Holiday Store (Karen/Ann) - Located just before Bath & Body, across from Maurices.
<https://www.signupgenius.com/go/5080e4ba4a722a4fc1-holiday1>
Open until Dec 30th:
 - Wednesday Noon-5 pm
 - Thursday Noon-7 pm
 - Friday Noon-7 pm
 - Saturday 10:30-5 pm
 - Sunday 1-5 pm
- Bring Them Home Live Trap fundraiser (3rd party) - Dec. 4th 3-5pm, UpNorth Lodge.
Leslie and Lynn are planning to attend.
- Santa Pet Photos (Lynn) - Lynn is unable to do it. Consensus of committee members was to cancel this event for this year. NOTE: This fundraiser was budgeted in 2022 for approximately \$2,300 in revenue
- Home for the Holidays Kennel Lock-Up (Amber) - Amber has advised Leslie that, due to tremendous difficulties in signing up participants, this event will not be held. NOTE: This fundraiser was budgeted in 2022 for approximately \$20,000 in revenue.

2023 Fundraisers

- Raise the Woof (Leslie) - Jan 20 f, River Rock Lanes & Banquet Center. Start ticket sales 12/12/22. Leslie will work on obtaining event sponsors.
- CFP Spring (Lynn, Sara, Leslie) - Lynn compiled venue options; file is on the drive. It was decided to move forward with hosting this event and changing the format. This small sub-group will work on finalizing location/date, putting together a budget, and any other organizational needs (e.g., ticket prices).
- Calendar - Still need Chair. Reva to post documentation for organizing next year's calendar.
- Rescue Raffle - Suggestions included running it longer, having a bigger prize, selling tickets for more, list other events for that year on the back on ticket to further promote our fundraisers.

- TUFT (Karen) - Thursday July 20, 2023 (Schedule 2022 debrief meeting early Dec: Karen, Bill, Leslie, Lynn, Rhonda). This still needs to be scheduled.
- Community Outreach (Ann) - Consensus of the committee was to move the following events to operational control instead of Fundraising Committee responsibility - Blueberry Fest, County Fair, Holiday Store. We still need to solidify arrangements for other events; should we leave Gwinn Fun Daze, Skandia, Republic, etc. with Rescue Raffle.

Other Business:

- Platinum Partners (Bill) - Need to finalize 2023 major fundraisers.
- Community Outreach (Ann) -
- [Canister Report](#) (Reva) - Under Canister folder on Fundraising drive current through October - \$926.85, a bit increase from this time last year.
- [Fundraiser Business List](#) - Do you think this is or could be helpful?
- [Fundraising Manual](#) - As you use it please send any suggestions for updates to Leslie or Lynn. Leslie will update manual on how to conduct raffles and the plinko game. We will review as updates are made.
- ***Next Meeting Monday, December 12, 2022, 6:00pm, Cliffs/Eagle Mine Community Room on UPAWS Campus***

Leslie Hurst and Lynn Andronis