

## UPPER PENINSULA ANIMAL WELFARE SHELTER

### BOARD OF DIRECTORS MEETING

**Monday, December 19, 2022 / 6 p.m. / Cliffs-Eagle Mine Community Room**

**Mission:**

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

**Vision:**

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

### Agenda

1. Call to Order/Attendance
2. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
  - a. November 28, 2022 Regular Meeting
  - b. November 28, 2022 Closed Meeting
6. Unfinished Business
  - a. 2023 Budget
7. New Business
  - a. Board Development Training: UPAWS Operations (Bill Brutto, ED)
8. Communications
9. President's Report
10. Treasurer's Report
  - a. Month Year Financials
11. Shelter Operations Report(s)
  - a. Report from the Executive Director
  - b. Stats - Partial (page 1 only)
12. Committee Reports
  - a. Board Development Committee Report (Colleen)
  - b. Finance Committee Report (Chris) - Meeting 12/22/22
  - c. Fundraising Committee Report (Lynn) - Did not meet

- d. Strategic Planning Committee Report (Brian) - Verbal
- e. Personnel Committee Report (Leslie) - Written
- f. Policy / Bylaw Committee Report (Colleen) - Written
- g. Donor Development (Ad Hoc) (Leslie) - Written

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: January 23, 2023, 6 p.m. at the Shelter

**UPPER PENINSULA ANIMAL WELFARE SHELTER  
BOARD OF DIRECTORS MEETING  
Monday, November 28, 2022  
Cliffs-Eagle Mine Community Room**

**PRESENT:** Lynn Andronis, Chris Danik, Hailey Kimball-Dexter, Brian Hummel (virtual), Jessi Hurd, Leslie Hurst, Colleen Whitehead

**ABSENT:** Karen OMeara (excused)

**STAFF:** Bill Brutto

**GUESTS:** Paul Nardi, Reva Laituri

1. Call to Order/Attendance: Meeting called to order at 6:03 p.m.
2. Approval of Agenda: Colleen motioned to approve the agenda as presented. Leslie seconded. Motion approved unanimously.
3. Mission Moment: Jessi noted that she was very happy to see that the goat was adopted.
4. Public Comment: none.
5. Approval of Minutes:
  - a. October 24, 2022 Regular Meeting: Colleen stated that at the last page it says Maddie's Club but it should be "Maddie's Fund." Lynn said that under meeting adjourned, we put the time down and it was 8:05 p.m. Colleen made a motion to approve as amended, Lynn seconded, motion unanimously approved.
  - b. Nov 7, 2022 E-Vote Results Accepting 2021 990: Per the bylaws, the record of an electronic vote has to be read into the record. Hailey read: "Chris made a motion via email on November 7, 2022 at 8:12 a.m.: '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.' Chris provided a link to the 990 in the Google drive in his email motion. Colleen seconded the motion on November 7, 2022 at 9:36 a.m. Leslie called for a vote via email on November 7, 2022 at 11:30 a.m.: '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.' There were 7 aye votes, 0 nay votes."
6. Unfinished Business: None.
7. New Business

- a. 2021 Audited Financial Statements, Paul Nardi, MTHNK: Paul Nardi from MTHNK presented the Audited Financial Statements for Years Ended December 31, 2021 and 2020. He provided a copy to all Board Members and public present. He noted that the Independent Auditor's Report has changed due to changes in accounting standards. He walked us through the Audited Financial Statements.

Colleen (referencing page 3) asked if the land has increased in appraised value over the last two years, Paul said that GAAP provides that for non-profits, the value of the building and land is calculated as historical costs less accumulated appreciation. So the value of the building will stay the same for every audit report unless we make substantial improvements.

Chris asked if the endowment fund is growing with earnings. Paul directed us to Note F on pages 15 and 16 to see how the fund has grown with the market. Chris asked if the restricted portion of the fund is just the corpus or if it is also the earnings as well. Paul gave a detailed explanation of how this could work practically in potential different scenarios, but said for GAAP purposes it is all deemed to be within donor restrictions.

Colleen noted that in this month's financials, the endowment is actually up. Chris said that that is because we transferred \$80k into the fund. There was discussion about whether the \$80k that we put in could be deemed donor restricted because it was put into the endowment. Paul said that he could look at it and discuss with Wimm whether we should put that \$80k in a different fund. Chris said that he is currently looking into it.

There was discussion amongst the Board about how the endowment was set up and whether the trust agreement was actually executed because it was done in 2008. Chris said that Wimm does not think that there is a signed copy. Lynn said it was signed and she signed the agreement as a Board Member. She was in the offices of Wells Fargo. Paul said that he will check their file to see if they have a copy of it. Paul reviewed a letter to the Board of Directors that has a DRAFT watermark regarding UPAWS accounting system and the auditing process.

There was discussion amongst the board regarding the bookkeeping and areas for improvement and potential options to consider for the future. The Finance Committee will look at MTHNK's recommendations and come up with some courses of action.

Lynn made a motion to accept the 2021 Audited Financial Statements. Colleen seconded. Motion was unanimously approved.

Bill will post the 2021 Audited Financial Statement to Guidestar.

- b. Report & Recommendation from Executive Director RE: Change in Vendor for Garbage Removal: Colleen noted that Green for Life have very poor online ratings, but Ishpeming and Negaunee contract with them, so she asked if other Board members have experience. Jessi said that she didn't have good experience with the predecessor GAG, they changed the name to Green for Life approximately 6 months ago.

Leslie and Jessi said that it seems to have been fine for the last 6 months. Colleen said her concern with the contract being a 5 year contract, she does not have a problem trying them, but she wants to make sure that we are aware to evaluate their performance during the window provided. Hailey said we could probably negotiate the 5 year term and ask for a one year term. Colleen asked if there would be a fee to terminate the Waste Management contract. Bill did not know the answer. Leslie asked for Bill to contact Waste Management and find out what the

Lynn made a motion to table the Report and Recommendation regarding the change in garbage removal service provider until we have the information requested. Jessi seconded the motion. Unanimously approved.

- c. Report & Recommendation from Finance Committee RE: Portfolio Changes: Colleen asked if the recommendation would be influenced at all by the discussion with Paul on the Wells Fargo investments. Leslie asked who was managing the portfolio before. Chris said Wells Fargo might have had a very informal policy of receiving approval from prior treasurers. Chris said that he is not comfortable with that, so he wants the Board to approve. This is Wells Fargo's recommendation. Leslie asked how much we are paying Wells Fargo, Chris said it is 3% on the portfolio per quarter. The Finance Committee is looking at different options.

Colleen made a motion to approve the recommendation of the Finance Committee for the portfolio changes. Lynn seconded the motion. Motion passed unanimously.

- d. UPAWS Blueprint for Excellence Report from MPA: The meeting is scheduled for December 12 at 6:00 p.m. Lynn said that she has some questions about their assessment, Leslie said that she thinks we do not need a consolidated Board response, but we can ask questions during the meeting.
- e. Board Work Session Priorities: Leslie said she wanted to make sure that we are all on the same page that we have our two person teams, we are gathering information, we are not making suggestions. Colleen suggested to have a work session in February. Bill asked that if we reach out to staff that we CC him so that he knows what any requests are.

8. Communications: Lynn put the Shelter Animals Count Regional Report in the drive. She said that she contacted them and asked if the inability of getting vet appointments could be contributing to the increase of animals in shelters nationally. They responded and said that they thought it was a problem all around and they are looking into solutions.

9. President's Report: Nothing.

10. Treasurer's Report:

Colleen asked about the microchipping being over budget, she asked if it was because of more people coming in to get them or the cost of the chips going up.

Bill and Chris said that it is because of more people coming in. Bill said we are really pushing the program. Leslie asked about the readers that we provided to vet offices and if they are being used. Bill said yes. Bill said that law enforcement doesn't use the readers, said that it is an issue of the leadership not training officers how to use the readers.

Colleen asked about the accumulated appreciation, and Chris said he needed to follow up with the auditors about that.

Colleen asked about the \$20k land improvement, Chris said it was the sign.

Colleen asked about the Holiday Store and how that is being tracked, Bill and Chris said it is being tracked in the resale. She asked how we could separate it. Chris said that we can do that through square. There was discussion amongst the Board on how we should be tracking and whether we should be doing retail generally.

Colleen said the sales tax payable in the balance sheet has increased dramatically. Chris said that we did not pay sales tax for 2022, we discovered it, and remitted it to the state. Colleen asked Chris to let us know. There was discussion about whether it was paid in 2021, Chris said he is not positive but thinks it would have been caught in the audit if they weren't paying.

Lynn made a motion to accept the October Financial Reports as presented, Colleen seconded, motion passed unanimously.

11. Shelter Operations Report(s):

a. Report from the Executive Director:

b. Stats: Colleen said the monthly return rate was really high and wanted to know why. Bill said he doesn't know all of the reasons, with the dogs he said a lot of them were not a good fit. Bill will look into why over 30% of the cats were returned. He will address it in his weekly update.

12. Committee Reports - Sept & Oct

a. Board Development Committee Report (Colleen) – did not meet, no report, but Colleen has two potential individuals who she is talking to for potential board members.

b. Finance Committee Report (Chris) – Written

c. Fundraising Committee Report (Leslie) - Written

d. Strategic Planning Committee Report (Brian)

e. Personnel Committee Report (Leslie) – September:

f. Policy / Bylaw Committee Report (Colleen) – Met, but the report is not done, it will be in next month's packet.

g. Donor Development (Ad Hoc) (Leslie): – did not meet.

13. Public Comment: None.

14. Board Comment: Colleen said that Michigan Pet Alliance has a training on conversational adoption coming up on December 14, no cost for members.

Closed Session: the Board went into closed session from approximately 8:11 p.m. to 8:36 p.m.

Colleen made a motion to approve the report and recommendation for the holiday bonus for the executive director. Hailey seconded. Motion passed unanimously.

15. Adjournment: Lynn motioned to adjourn, Leslie seconded. Unanimously approved. Meeting adjourned at 8:37 p.m.

Respectfully submitted,

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Hailey Kimball-Dexter, Secretary

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Leslie Hurst, President

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



# UPAWS OPERATIONS PRESENTATION



# Hours of Operations

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- ✓ We are open 7 days a week
- ✓ Employees are in the building from 8am to 6pm each day
- ✓ Most full-time employees work 4/10 hr days
- ✓ Public Hours are from 12pm – 4pm
- ✓ Volunteers have the opportunity of help with operations from 9am to 5pm each day of the week





# Weekly Communications and Meetings

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- ✓ Daily stand-up meetings at 10:15am
- ✓ Weekly staff meetings every other Tuesday and Wednesday from 10:30am – 11:30pm
- ✓ Monday one on one meetings with E.D.
- ✓ Bi-weekly coordination meetings
- ✓ Weekly update email from the E.D. to board and staff
- ✓ Daily reports
- ✓ Coordinators report
- ✓ Building Check List Report



# Daily Report

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- ✓ Important Info
- ✓ Intakes for the Day
- ✓ Adoptions of the day
- ✓ Fosters to Adopt for the day
- ✓ Animal Health Notes
- ✓ Incidents
- ✓ Maintenance Request
- ✓ Meetings/Events for the next day
- ✓ Next Day Scheduled Appointments
- ✓ Priority Tasks For Next Day
- ✓ Employee Recognition
- ✓ Next Day Assignments





# Operations Systems

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- ✓ Pet Point – Animal Database
- ✓ Neon – Donor Database
- ✓ Quick Books – POS and Finances
- ✓ Volgistics – Volunteer Database
- ✓ Square – Mobile POS
- ✓ Google Platform – business communication and organization
- ✓ Pick Time – Appointment Service



# UPAWS Services

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- Dog Park
- Grooming Room
- Pet Food Pantry
- Community Spay and Neuter
- Microchipping, Licenses, and I.D. Tags
- Virtual Story Time – Literacy Legacy
- Sally's Fund
- Youth and Adult Animal Education
- Vet Clinic





# Adoption Programs

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- Seniors for Seniors: Our “Seniors for Seniors
- Lonely Hearts Club
- Buddy Program
- Woofs and Meows for the Military
- Barn Buddies:
- Home 2 Home
- Foster to Adopt
- Traditional Adoption



# Appointment Notification

8:51

LTE

UPAWS is open for meets and greets & adoptions by appointment. One of our staff members will introduce you to currently adoptable animals and walk you through the adoption process during your appointment.

Preview all our available pets at [www.upaws.org](http://www.upaws.org).

\*Adoptions are on first-come/first-served approval.

\*We cannot guarantee a specific animal will be available, nor can we hold specific animals for your visit.

\*Please keep an eye on our available pet web pages as our computer program automatically removes animals from the website as they are adopted.

\*UPAWS does NOT guarantee you will be contacted if the animal you are interested in is adopted.

\*ONE slot is allowed per day per meet (if more slots are signed up than one, it will be deleted).

\*If multiple people have signed up for the same pet, and the specific pet gets adopted, UPAWS will remove your appointment to open the slot for other potential adopters.

\*Please do not make an appointment and not come. Be considerate and call or delete your time slot.

QUESTIONS? Please email [supervisors@upaws.org](mailto:supervisors@upaws.org) or call [906-475-6661](tel:906-475-6661)

AA

picktime.com





# Adoption Steps

- Make an appointment (online or call)
- Fill Out An Interest Form
- Meet and Greet
- Discuss Fit with Animal Care Staff
- Adoption Paperwork
- Animal Adoption Check List
- Post Adoption Paperwork (Staff)





# Adoption Package for Dogs

- Spay or Neuter
- Distemper Vaccine
- Bordatella Vaccine
- Rabies Vaccine (or certificate to receive a rabies vaccine)
- Health Check by a local veterinarian (or a certificate to receive a health check)
- Parasite Screening and treatment as needed
- Microchip
- Subscription to the UPAWS Newsletter
- A life long companion!

## **Dog Adoption Fee:**

- Puppies (up to 6 months old): \$200
- Juniors (6 months up to 1-year-old) \$170
- Adults (1 year up to 8 years old): \$140
- Seniors (8 years on up) \$50

Some dogs may have a reduced fee if they are part of an adoption program or sponsored





# Adoption Package for Cats

- Spay or Neuter
- Distemper Vaccine
- Rabies Vaccine (or certificate to receive a rabies vaccine)
- Health Check by a local veterinarian (or a certificate to receive a health check)
- Parasite Screening and treatment as needed
- Microchip
- Subscription to the UPAWS Newsletter
- A life long companion!

## **Cat Adoption Fees:**

- Kittens (up to 6 months old): \$130
- Juniors (6 months up to 1 year): \$90
- Adults (1 year up to 8 years) \$65
- Seniors (8 years on up) \$35

Many of our cats have a reduced fee as part of an adoption program or because they are sponsored.





# Adoption Package for Small Critters

- Rabbit Adoption Package includes:
  - Spay or Neuter
  - Veterinary Health Exam
  - Parasite screening
  - Adoption Fee for Rabbit: \$35
- Guinea Pig Adoption Package includes:
  - Parasite screening
  - Adoption Fee for Guinea Pig: \$35





# Staff Responsibilities

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- **Animal Caregivers** – overall care of animals, helps with management plans, facilitates meet and greets, helps create engagement activates for animals
- **Coordinators** – coordinates daily tasks, controller of the front desk, communicates with public inquiries, implements the adoption process, data entry



# Staff Responsibilities

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- **Shelter Veterinary Assistant** – responsible for all animal medical needs, performs all in take and exit exams, main communicator with local veterinarians, helps with the coordination of transfers
- **Maintenance Specialist** – performs tasks of daily property needs, cleans all areas of the building outside of the animal habitats, performance outside property tasks

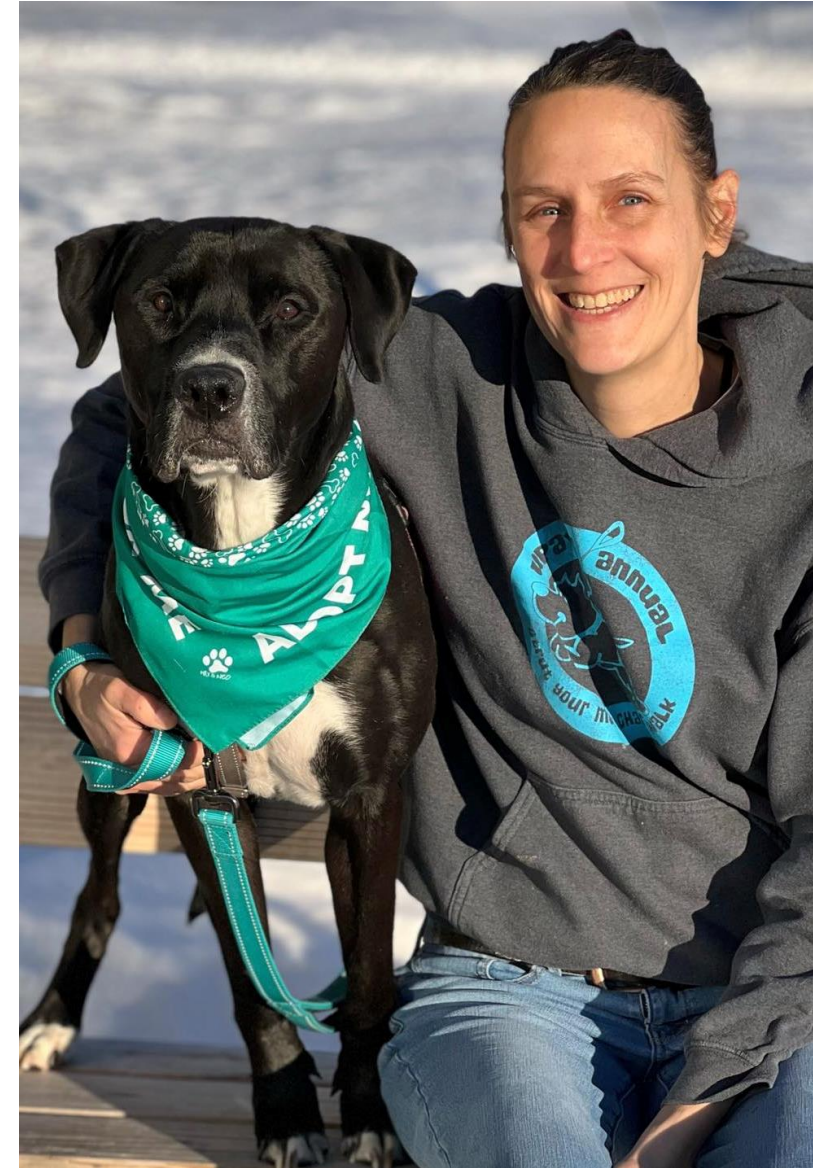




# Staff Responsibilities

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- **Bookkeeper/Admin Assistant** – daily financial responsibilities, payroll, communicates with vendors when assigned, manages the admin office
- **Volunteer and Community Outreach** – responsible for volunteer participation, networks with animal agencies, in charge of retail, controller for all social medias, creates publications, assist with public speaking, assist with transfers



# Staff Responsibilities

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- **Executive Director** – oversight to daily operations, human resources, donor development, main point person for community, donors, media, animal agencies, and board of directors, public speaking, program developer, oversight to daily finances, meeting facilitator, and project manager





# Ways to Connect

- Phone Number – 906 – 475-6661
- Website – upaws.org
- Email – [info@upaws.org](mailto:info@upaws.org)
- Printed Publications – In Lobby





# Questions and Answers



## PRESIDENT'S REPORT

December 19, 2022

Following Alger County Animal Shelter Lease Termination situation.

Board Retreat Priority spreadsheet developed, Bill's tasks being added. Scheduling work session for Feb.

Working with the Bring Them Home" group on traps.

Year-end holiday cards and thank you's.

Respectfully submitted,

Leslie Hurst  
UPAWS Board President

Executive Director Report

I. **Animal Care and Operations**

- a. **Impact from Bissell** – Due to the advertising of Empty the Shelters and the attention the event brings in, we had 13 small critters adopted (9 guinea pigs, 1 fish, 2 hamsters, and 1 bunny). We have seen an uptick of guinea pigs in the past six months which we have read is a trend for shelters across the country.
- b. **Bissell Week** – Bissell Week was held from December 1<sup>st</sup> – 11th. 31 animals were adopted (six months and older). The breakdown was five dogs, thirteen cats, and 13 small critters.
- c. **Shelter Assessment** –The Michigan Pet Alliance presented their assessment of the Upper Peninsula Animal Welfare shelter on December 12<sup>th</sup>. Staff, volunteers, and board members took part in the presentation. The report is attached in the board packet. The following are action steps from the recommendations given in the assessment report –

**Disinfection Procedures** - The UPAWS veterinary assistant is choosing one disinfection solution to use for the whole facility that is safe for all animals and yet is strong enough for disinfection.

**Enrichment Activities** – The UPAWS staff continues to find enrichment activities for the different animals at the shelter. There has been an added element to the management plans which includes enrichment activities.

**Scent Enrichment** – The staff is currently reading the book Scent Enrichment for Dogs as part of their monthly training. The coordinators have the scent enrichment kits and will be using them through enrichment planning.

**Adoption Programming Expansion** – Operations and the board of directors will continue to look at different options to increase the opportunities for animals to find a new home within our limited resources.

**Note** – Other recommendations from the report have already been addressed.

II. **Property –**

**Update on Garbage Removal Contract** – As of the board meeting date we still have not been able to obtain the Waste Management contract. The goal is that an updated proposal will be presented at the January meeting with 3 options and contracts.

### III. Human Resources

- a. **Resignations** - We received two resignations in the month of December. **Hayley Weston** who has been a coordinator on two different occasions in the last 4 years, has resigned as she is moving back home to Chicago to be closer to family. Her last day is on January 3rd. **Katie McNew** who has worked for us since September and was recently promoted to the coordinator position has resigned as she is going to be a dolphin trainer at Sea World in Orlando. Katie's last day is December 26th.

At this moment we have the following vacancies -

- 1 Full Time Coordinator (40 hrs a week)
- 1 Part Time Coordinator (30 hrs a week)
- 1 Part Time Caregiver (30 hrs a week)

What we currently have on the animal care roster –

- 1 Coordinator
- 2 Full Time Animal Caregivers
- 1 Part Time Animal Caregiver
- 3 Occasional Part Time Caregivers

b. **Staff Training for the Month of December** –

- Peer to peer training on aquarium care
- Mitigating Fear, Anxiety & Stress for Dogs in Isolation or Quarantine
- Decrease Length of Stay with Conversational Adoption
- The first two chapters of Scent Work for Dogs.

- c. **Staff Christmas Party** – The staff Christmas party will be held on December 21<sup>st</sup> at 6pm in the community room in the shelter.

- d. **Employee of the Month** – Julie Mahan is the employee of the month for the month of November. Julie is a long-time employee who is an animal caregiver for UPAWS, who goes above and beyond for all the animals in her care. If you would like to congratulate Julie, please email her at [jmahan@upaws.org](mailto:jmahan@upaws.org)

### IV. Public Relations and Outreach

- a. **Media for the month of December** – 2 tv interviews, 1 print interview
- b. **The Holiday Newsletter** – The annual holiday newsletter is published and mailed to homes. Copies of the newsletter are available on-line or in the lobby.

V. **Fundraising**

- a. **The Holiday Store** - The UPAWS Holiday Store is extending their hours for the rest of the month of December. They will be open everyday for the rest of the month and will be open from 10am to 7pm (shorter hours on Christmas Eve and closed on Christmas Day)



# UPAWS Blueprint for Excellence

November 2022



[www.michiganpet.org](http://www.michiganpet.org)



2210 Lancaster Road  
Bloomfield Hills, MI 48302



(313) 731-2244



[info@michiganpet.org](mailto: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 DA<sub>2</sub>P; 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

## SUCCESES

- Dog kennels appropriately sized
- Cat portals available
- Walking paths for dogs
- Catos 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=0iOGipYYVVc>
- 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](http://www.millioncatchallenge.org)
- [www.Bestfriends.org](http://www.Bestfriends.org)
- [www.alleycatallies.org](http://www.alleycatallies.org)
- [www.aspcapro.org](http://www.aspcapro.org)
- [www.animalsheltering.org](http://www.animalsheltering.org)
- [www.humananimalsupportservices.org](http://www.humananimalsupportservices.org)
- [www.theaawa.org](http://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](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](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.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://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/Volunteer%20Program%20Overview_8.16.2022.pdf)
- [https://network.bestfriends.org/sites/default/files/inline-files/Appendix%20N\\_Volunteer%20Programs.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/>

November 2022	DOGS		CATS		OTHER	TOTAL	
In Shelter	15		24		18	57	
In Foster	22	1 in true foster	60	1 in true foster	10	92	
<b>TOTAL Beginning Count</b>	<b>37</b>		<b>84</b>		<b>28</b>	<b>149</b>	
<b>INTAKE</b>	<b>DOGS</b>	<b>PUPS &lt;5 mos.</b>	<b>CATS</b>	<b>KITS &lt;5 mos.</b>	<b>OTHER</b>	<b>TOTAL</b>	<b>YTD</b>
Owner Surrender	11	1	24	6	7	49	535
Returned Adoption	0	0	0	0	1	1	47
Stray (from Police, Public and Shelter Pickup)	16	0	27	1	2	46	251
Born in Care	0	0	0	0	0	0	40
Transferred from Other Shelters	2	0	0	0	0	2	207
Special Hold/Service In	1	0	0	0	0	1	13
Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	4
<b>Total Intakes</b>	<b>30</b>	<b>1</b>	<b>51</b>	<b>7</b>	<b>10</b>	<b>99</b>	<b>1097</b>

### OUTCOMES

Adoptions (shelter, foster home or special event)	17	4	35	14	21	91	899
<b>Total Adoptions YTD</b>	<b>218</b>	<b>23</b>	<b>365</b>	<b>104</b>	<b>189</b>	<b>899</b>	
Returned to Owner	14	0	8	0	0	22	136
Transferred to Rescue Groups/Shelters	0	0	1	0	0	1	6
<b>Total Live Outcomes</b>	<b>31</b>	<b>4</b>	<b>44</b>	<b>14</b>	<b>21</b>	<b>114</b>	<b>1041</b>

### EUTHANIZED/DEATHS/MISSING/STOLEN

Dangerous	0	0	0	0	0	0	5
Dying	0	0	0	0	0	0	6
Animal's Name and Reason							
<b>TOTAL ANIMALS EUTHANIZED</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>

Died at shelter/foster home - Unknown	0	0	1	0	0	1	41
Missing/Stolen/Escaped	0	0	0	0	0	0	1
Animal's Name and Reason			Azalea - DOA				
<b>Total Euth/Died/Other Outcomes</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>53</b>

In Shelter	14		26		9	49	
In Foster	19	1 in true foster	57	4 in true foster	8	84	
<b>TOTAL Ending Count (per formula)</b>	<b>33</b>		<b>83</b>		<b>17</b>	<b>133</b>	
<b>TOTAL Ending Count (per reports)</b>	<b>33</b>		<b>83</b>		<b>17</b>	<b>133</b>	

<b>SAVE RATE (Intake- Euthanasia Outcome)/Intake</b>	<b>100.0%</b>	<b>99.0%</b>
<b>ASPCA Live Release Rate (Live Outcomes/ Intake)</b>	<b>115.2%</b>	<b>94.9%</b>

OTHER INFO	Dogs	Cats
Avg. Length of Stay		
Monthly Return Rate (returns/adoptions)	0%	0%

**Personnel Committee Report  
December 14, 2022 via Zoom**

**MPA Assessment**

- Discussed that several recommendations have been or are being addressed by staff so Bill will include his response to these in his board report this month.

**Delegation of Authority**

- Leslie wanted clarification on this.
- Bill has one in place on the drive but we do not understand why it includes signatures. This is in perpetuity until another supersedes it.
- Bill notifies staff by email with expectations while he is off and will CC: [president@upaws.org](mailto:president@upaws.org) (He has been sending a separate email to president and notifying in weekly touch base).
- Current DOA is Laura, then Coordinator on duty.

**Candidate Background Checks**

- Implement State of Michigan background checks. Leslie will reach out to Deb to see the best way to notify candidates (employee applications). This is free and is limited to Michigan.
- Federal is ~\$200 so we will need to look at the feasibility of doing this. It has been done for certain positions.

**Staffing**

Reviewed and discussed possible options with current staffing. The candidate pool has been limited. Published on Indeed but will reach out via facebook (Leslie share to Community of Women Marquette area), to NMU vet program, possibly Alger shelter and Michigan Works. Committee is available to discuss as the situation changes.

Open Positions

- 1 Full Time Coordinator (40 hrs/week)
- 1 Part Time Coordinator (was FT, 2023 budget proposal to reduce costs, 30 hrs a week)
- 1 Part Time Caregiver (30 hrs/week) - Past employee might be interested

As of Jan 3:

- 1 coordinator (need 2 ½)
- 2 full time caregivers (want 2)
- 1 part time caregiver (want 2, <40 hr/wk)
- 3 occasional part time caregivers (<25 hr/wk)

Daily Staffing Level: 2 coordinators, 3 caregivers (some feel 4)

Options

- Reduce hours until we have another coordinator
- Increase use of experienced volunteers

**Personnel Policies**

Will look at our part-time classification and try to simplify.

Respectfully submitted,  
Leslie Hurst, Committee Chair

## **POLICY & BYLAWS COMMITTEE**

**Chaired by:** Colleen Whitehead

**Date:** November 2, 2022      5:30 pm via Zoom

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

### **Discussion:**

- The Committee reviewed the most recent policy related items: staff voting process for Finance Committee, Policy & Procedure approval process, and Board Committee Chair assignments and membership.
- Discussion on “procedure” versus “policy”, including oversight and approval process, role of the Board and role of the Policy/Bylaw Committee.
- Finance Committee discussion: Committee agreed that staff should not vote on “work product” and should abstain. This protects the employee and questions related to transparency.
- Board Committee Chairs and membership: Committee agreed that any employees of UPAWS would not be eligible to serve on the Personnel Committee. Revise language for Board Development and Finance as far as Chair requirements.
- Discussion on revisions to the Board Policy 4.0 Board of Director’s Financial Oversight. Committee agreed to add draft language related to procurement and purchasing, signatory on contracts, dollar threshold for Board approval process, and Board reporting process. Need to ensure consistency and prevent overlap with the existing Finance policies.
- Committee agreed that Board Policy 4.0 Financial Oversight and Board Policy 10.0 Board Appointed Committees will be edited, and revised drafts presented at the next Policy/Bylaw Committee meeting for review prior to presentation to the Board.

### **Next Meeting:**

- Scheduled for December 1, 2022 at 9:00 via Zoom. (Unfortunately, this meeting was cancelled and is to be rescheduled for a later date).



**Donor Development Ad-Hoc Committee**  
**Meeting Minutes**  
**December 5, 2022 4:00pm**  
**Google Meet**

**Attending:** Lynn Andronis, Leslie Hurst (Chair), Karen Rhodes

Holiday Cards

- Leslie query to see if recurring schedules are designated as a GEM, update as needed
- Karen will post most recent consolidated GEM List
- Lynn will make sure Neon is accurate per consolidate GEM list
- Karen handling general: gems, faithful friends, lifetime members
- Fundraisers:
  - TUFT - Karen
  - SYM - Chris
  - RTW - Leslie
- Ann handling media supporters
- Bill handle Platinum Partners, Vets
- Use current cards, Karen/Corey already ordered updated envelopes with shelter address.

Address Change:

- Karen sent GEMS new envelopes
- Karen will touch base with Corey re: funeral homes to use the new address.
- Do we still have donation envelopes that we give to funeral homes, Karen will check.
- Where are we on the list, Leslie will check with Bill.

End of Year Statements

- Who will handle?
- Leslie & Lynn watching training videos
- Should we send to GEMS - Yes

Tributes

- Lynn & Leslie will update procedures so Karen can be trained, target is Jan.