

# UPPER PENINSULA ANIMAL WELFARE SHELTER

## BOARD OF DIRECTORS MEETING

**Monday, June 26, 2023 / 6 p.m. / Cliffs-Eagle Mine Community Room**

<p><b>Mission:</b></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><b>Vision:</b></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. May 24, 2023 Regular Meeting
  - b. May 24, 2023 Closed Meeting
  - c. E-Vote Approving 2022 Annual Report
6. Unfinished Business
  - a. Report & Recommendation from Vet Center Committee RE: Surgical Table (Deferred)
    - i. Find out the turnaround time on the delivery of the table from the order date
    - ii. Find out a tentative schedule of vets willing to perform surgeries
  - b. Volunteer Opportunities-see Operations report.
  - c. Shelter Hours - Implemented.
  - d. Staff Training Opportunities - see MDARD flier.
7. New Business
  - a. Board Resignation Letter from Hailey Kimball-Dexter
  - b. Report & Recommendation from Finance Committee RE: Contracted Bookkeeping Services
8. Communications
9. President's Report
10. Treasurer's Report
  - a. Treasurer's Report June 2023
  - b. Financial Report May 2023
11. Shelter Operations Report(s)

- a. Operations Report
- b. Stats

12. Committee Reports

- a. Board Development Committee Report (Lynn): no meeting but will give a verbal report.
- b. Finance Committee Report (Chris) - written
- c. Fundraising Committee Report (Lynn): no meeting; meeting to be scheduled for week of 6/25/23.
- d. Strategic Planning Committee Report (Brian)
- e. Personnel Committee Report (Leslie) - written
- f. Policy / Bylaw Committee Report (Leslie) - no meeting
- g. Donor Development (Ad Hoc) (Leslie) - no meeting

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: July 24, 2023, 6 p.m. at the Shelter

**UPPER PENINSULA ANIMAL WELFARE SHELTER  
BOARD OF DIRECTORS MEETING  
Monday, April 24, 2023  
Cliffs-Eagle Mine Community Room**

**PRESENT:** Lynn Andronis, Chris Danik, Leslie Hurst, Hailey Kimball-Dexter

**ABSENT:** Brian Hummel (excused)

**STAFF:** Ann Brownell, Julie Mahan, Adda Lamon

**GUESTS:** Reva Laituri, Linda Dionne, Susan Deloria

1. Call to Order/Attendance: Meeting called to order at 6:06 p.m.
2. Approval of Agenda: Lynn moved to approve the agenda, Hailey seconded, motion unanimously approved.
3. Mission Moment: Leslie said that, as she has spent more time at the shelter recently, she continues to be in awe and proud of our staff and volunteers, their ability to pivot, and their dedication to our mission.
4. Public Comment: None.
5. Approval of Minutes:
  - a. April 24, 2023 Regular Meeting
    - Under 7b. add that Lynn voted no.
    - Chris moved to approve the meeting minutes as amended, seconded by Lynn, motion passed unanimously.
  - b. 2023 E-Vote Results Approving Swick Best Option for Boiler Valve Replacement
6. Unfinished Business:
  - a. Report & Recommendation from Vet Center Committee RE: Surgical Table
    - i. Find out the turnaround time on the delivery of the table from the order date – Leslie stated that she and Laura are working on this. Laura is out on vacation right now.
    - ii. Find out a tentative schedule of vets willing to perform surgeries – Leslie stated that she and Laura are working on this. Laura is out on vacation right now.
  - b. Annual Report - Draft complete except for “From the Board of Directors” – Leslie thanked Ann, Chris, and Lynn for their work on this. Leslie is working on the “From the Board of Directors” portion. She will route it for review and an e-vote before our annual meeting on June 13.
7. New Business
  - a. Report & Recommendation from Board Development Interim Committee RE: Appointment of Carole Touchinski to the Board of Directors
    - A vote was conducted by secret ballot. Lynn distributed the ballots. The ballots were tallied and read by Ann. The votes were unanimous in support

- of electing Carole Touchinski to the Board.
- b. Report & Recommendations from Board President RE: Volunteers
    - There was discussion amongst the Board about the recommendation. Lynn said that she would like to see the specific policies and procedures. Leslie said she would like to see a board member, staff member, and volunteer to come up with the policies/procedures. Ann suggested that “Miscellaneous Chores” be renamed to “Essential Duties.” Everyone agreed that the change was acceptable and Leslie changed it within the R&R. Lynn made a motion that the Essential Duties Volunteer Opportunities be implemented and that the dog walking volunteer opportunities be investigated. Hailey seconded, motion passed unanimously. Ann will work on pulling together an ad-hoc committee to work on the dog walking volunteer opportunities policies/procedures.
  - c. Report & Recommendation from Board President RE: Shelter Hours
    - Leslie amended the proposal to:
      - o Monday: closed
      - o Tuesday-Thursday 12pm-4pm
      - o Friday-Sunday 11am-4pm.
    - Chris made a motion to accept the R&R as amended and to adjust the shelter hours as recommended, to be implemented no later than July 1. Lynn seconded. Motion approved unanimously.
  - d. Report & Recommendation from Board President RE: Staff Training
8. Communications:
- Susan noted we don’t have adopted animals on the website. Ann was unaware and will look into it.
  - Leslie said that one of our coordinators decided to put Home to Home pets on the bulletin board, Leslie said she thinks that is great, she would also like to see lost and found posted there.
9. President’s Report: Chris asked if Brian would be on Policy and Bylaws, Leslie said that he does not wish to serve.
10. Treasurer’s Report
- a. Treasurer's Report: Leslie asked if the POS is Square. Chris said yes.
  - b. April 2023 Financials:
    - Lynn made a motion to accept the April Financials as accepted, seconded by Hailey. Motion passed unanimously.
11. Shelter Operations Report(s):
- a. Operations Report
  - b. Stats
12. Committee Reports:
- a. Board Development Committee Report (Lynn) – written – Hailey will serve on Board Development. Lynn said that someone has reached out about joining the Board, but they have not submitted the application yet. Lynn has Board Member exit



- interviews that need to be posted on the drive.
- b. Finance Committee Report (Chris) – written
  - c. Fundraising Committee Report (Lynn) - written
  - d. Strategic Planning Committee Report (Brian) - Absent
  - e. Personnel Committee Report (Leslie) - written
  - f. Policy / Bylaw Committee Report (Brian) - did not meet
  - g. Donor Development (Ad Hoc) (Leslie) - did not meet

13. Public Comment:

- Susan shared a story about a dog (Macy) she and Mark had adopted from UPAWS. Susan and Mark had to return Macy to UPAWS because Mark got sick and Macy would have knocked Mark over because she jumped and had lots of energy. She was adopted by a wonderful family and lived with them for her remaining years. Macy passed away recently, and the new owners sent her some of Macy's ashes.
- Adda shared that with the municipal contracts, she would like to see a threshold of a month or two months, where the costs increase.
- Adda recommended that we start utilizing the library of resources available at Absolute Dog (a British dog trainer) that has fear and force free training. Julie has used this for her own dogs and recommends the program. Leslie said that she would look into this. Lynn said that she is going to a behavioral convention in August.

14. Board Comment:

- Closed Session - Personnel Discussion – Chris moved to go into closed session, seconded by Hailey, we went into closed session at 7:50 p.m. The Board exited closed session at 9:17 p.m.
- Chris moved to approve the decision made in closed session. Hailey seconded. Motion approved unanimously.

15. Adjournment: Chris moved to adjourn, Lynn seconded, motion approved unanimously. Meeting adjourned at 9:18 p.m.

Respectfully submitted,

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Hailey Kimball-Dexter, Secretary

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Leslie Hurst, President

Next Board Meeting Date: June 26, 2023, 6 p.m. at the Shelter



Leslie Hurst <lhurst@upaws.org>

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## Re: E-Vote to Approve 2022 Annual Report - TIME SENSITIVE

1 message

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

Mon, Jun 12, 2023 at 4:48 PM

Ayes: 4  
Nays: 0

The 2022 Annual Report has been approved.

Leslie

Leslie Hurst  
UPAWS Board President  
906-250-2507



**Where Furever Friends are Found - Visit [upaws.org](https://upaws.org)**

*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.*

On Mon, Jun 12, 2023 at 2:27 PM Carole Touchinski <[ctouchinski@upaws.org](mailto:ctouchinski@upaws.org)> wrote:  
support

On Mon, Jun 12, 2023 at 6:54 AM Chris Danik <[cdanik@upaws.org](mailto:cdanik@upaws.org)> wrote:  
Aye

On Sat, Jun 10, 2023 at 7:38 PM Lynn Andronis <[landronis@upaws.org](mailto:landronis@upaws.org)> wrote:  
Aye...

Lynn

On Sat, Jun 10, 2023 at 3:31 PM Brian Hummel <[bhummel@upaws.org](mailto:bhummel@upaws.org)> wrote:  
Aye.

Brian

Sent from my iPhone

On Jun 10, 2023, at 17:30, Leslie Hurst <[lhurst@upaws.org](mailto:lhurst@upaws.org)> wrote:

It has been moved by Lynn and supported by Brian to hold an e-vote to approve the 2022 Annual Report as presented. Please Reply All with an aye or nay vote no later than 5:30pm, Monday, June 12, 2023.

Thank you,

Leslie

On Jun 10, 2023, at 5:14 PM, Brian Hummel <[bhummel@upaws.org](mailto:bhummel@upaws.org)> wrote:

I second the motion

Sent from my iPhone

On Jun 10, 2023, at 16:29, Lynn Andronis <[landronis@upaws.org](mailto:landronis@upaws.org)> wrote:

I make a motion to approve the e-vote to approve the 2022 Annual Report.

On Sat, Jun 10, 2023 at 1:49 PM Leslie Hurst <[lhurst@upaws.org](mailto:lhurst@upaws.org)> wrote:

While we discussed doing an e-vote at the board meeting, we didn't vote to do it so I need a motion to have an e-vote and a support. Can someone please move to have an e-vote (in a reply all) and someone else support (reply all to the 1st motion). I will then call for an e-vote.

If you have comments on the annual report, please reply to the email I sent separately a few minutes ago (not this email thread).

Thank you!

Leslie Hurst  
UPAWS Board President  
906-250-2507



**Where Furever Friends are Found - Visit**

**[upaws.org](http://upaws.org)**

*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.*

--  
*Lynn Andronis*

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*Lynn Andronis*

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Chris Danik  
[cdanik@upaws.org](mailto:cdanik@upaws.org)

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**Carole L. Touchinski Ed.D. MPA, MBA, BS, CFRM, CADC, ADS**  
UPAWS Board Member  
(906) 869-1577  
[ctouchinski@upaws.org](mailto:ctouchinski@upaws.org)

***"The love for all living creatures is the most noble attribute of man." Charles Darwin***

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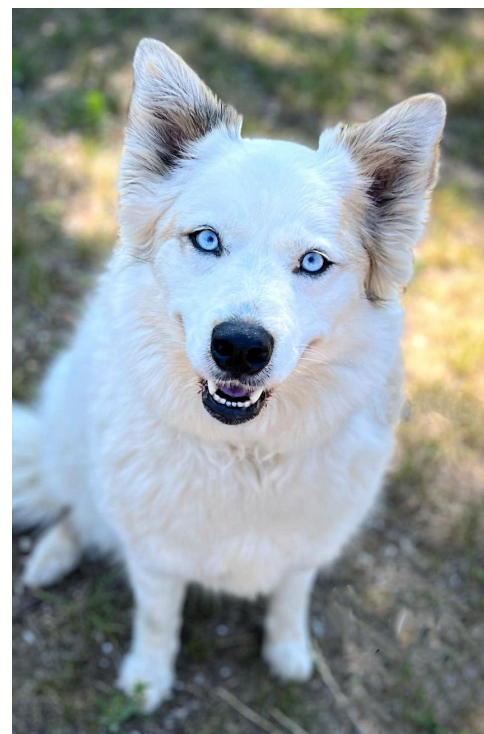


**2022 Annual Report.pdf**  
11785K

# Upper Peninsula Animal Welfare Shelter

# 2022

## ANNUAL REPORT TO THE COMMUNITY





# HIGHLIGHTS



## Passion in Numbers



Cats &  
Kittens  
Adopted  
**549**

Dogs &  
Puppies  
Adopted  
**273**

Small  
Animals &  
Others  
Adopted  
**226**

**99.1%**  
**Save Rate**

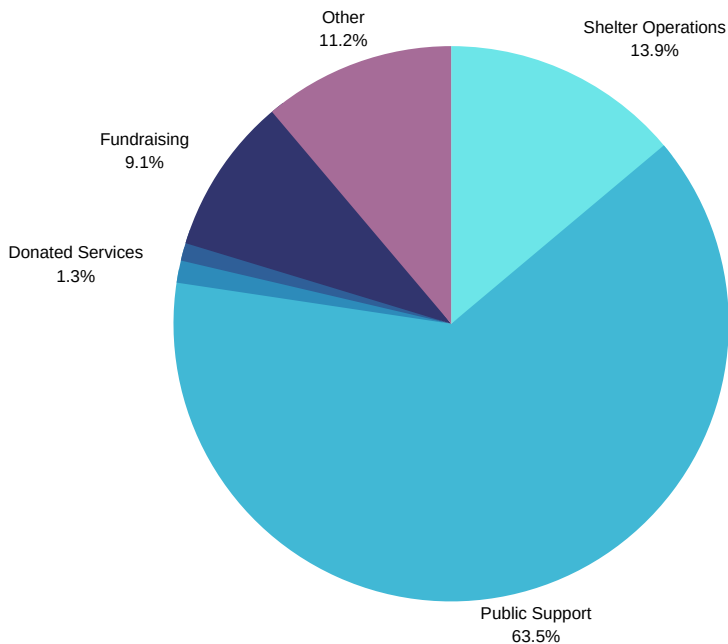
Strays  
Returned to  
Owner  
**163**

Transferred  
In  
**208**

Transferred  
Out  
**8**



# FINANCIAL OVERVIEW

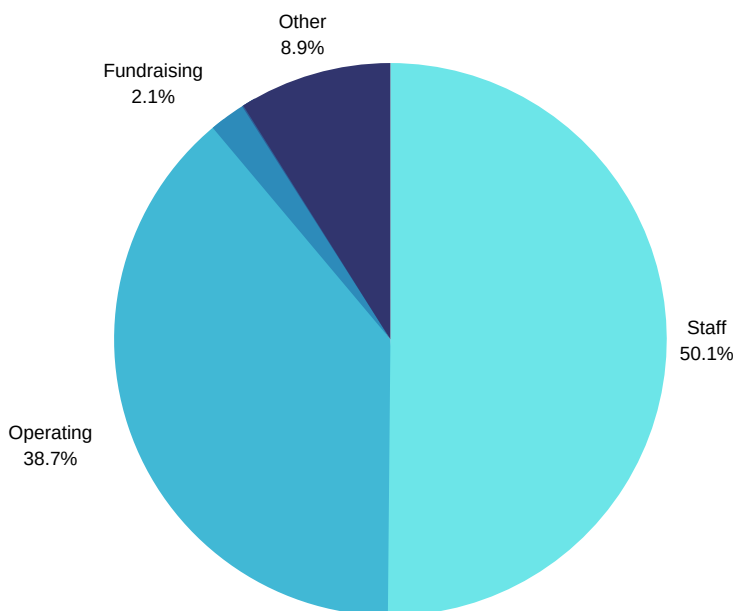


## Revenue

Shelter Operations	\$144,312
Public Support	\$659,530
Fundraising	\$94,978
Donated Goods / Services	\$13,402
Grants	\$10,714
Other	\$116,043

*Other includes retail sales, interest revenue, and endowment fund distributions.*

**Total** **\$1,038,979**



## Expenses

Staff	\$513,084
Operating	\$396,311
Fundraising	\$21,457
Grants	\$808.00
Other	\$91,498

*Other includes professional fees, promotional expense, resale item expense, and publications expense.*

**Total** **\$1,023,158**

## **UPAWS is committed to positively impacting the lives of homeless pets & people in the community.**

Here are some of our recent accomplishments and ongoing initiatives.

**Community Spay/Neuter Services:** We understand that pet owners may face financial constraints when spaying and neutering their pets. UPAWS has been working hard to provide the community with low-cost spay and neuter services. Thanks to generous donors, and partnerships with veterinary clinics, we offered 43 surgeries to pets from low-income households.

**Food Pantry:** The Shelter Pet Food Pantry is a vital resource for pet owners in need. It provides food to pet owners who are unable to provide enough food for their animals. With the help of generous donations, this pantry can help people keep their beloved pets in their homes. We thank all those who donate to the pantry and help to ensure that all pets have access to the food and love they deserve.

**Networking with Other Shelters:** At UPAWS, we believe in the power of collaboration and teamwork. That's why we've been working on building stronger relationships with neighboring shelters in Michigan. By working together, we can transfer pets to locations with potential adopters and find loving homes for more pets.

**Volunteers & Foster Homes:** We're incredibly grateful to our volunteers and fosters who open their homes and hearts to foster homeless pets in need. Over the past year, we've encouraged more volunteers to join our shelter team and foster program to increase the number of pets in foster care. We've even had some incredible "foster failures," where our foster families fell in love with their foster pets and decided to adopt them permanently.

**Sponsored Events and Promotions:** UPAWS has been a longtime participant in the Bissell Pet Foundation Empty the Shelters events. Four adoption events were held in 2022, finding hundreds of UPAWS pets loving homes. We've also been fortunate to receive sponsorship from generous donors and organizations like Swick Home Services' Lonely Heart program and Adopt Me program, which has led to many long-term and harder-to-place pets finding new families.

**Sasawin Project:** We continue a strong partnership with the Woman's Center to offer the Sasawin Project, which helps domestic abuse survivors create escape plans that include safe pet placements.

**4-H Youth Partnership:** UPAWS has partnered with Marquette County 4-H Youth to help educate the youth on proper animal care, community outreach, and much more. Through this partnership, youth will get the opportunity to volunteer and learn about responsible pet ownership, breed-specific information, nutrition, and other humane education topics. UPAWS also provides community outreach to help educate the public about spaying and neutering, animal welfare, and other vital issues. This partnership benefits both organizations and will help ensure all animals are well-cared for in the Marquette area.



## Mission Statement

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

## 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.

## Conclusion

The Board of Directors is dedicated to ensuring a rewarding employee and volunteer experience and ensuring that they understand the tremendous impact they have every day. We are committed to ensuring that every dollar donated to UPAWS is used effectively to improve our community's pets' lives. UPAWS is grateful to all our staff, volunteers, donors, and community partners whose support is vital to all the animals in our care - Thank You!

## Board of Directors

Leslie Hurst – President  
Lynn Andronis – Vice President  
Chris Danik – Treasurer  
Hailey Kimball Dexter – Secretary  
Brian Hummel  
Carol Touchinski

## Committee Chairs

Board Development – Lynn Andronis  
Finance – Chris Danik  
Fundraising – Lynn Andronis  
Personnel - Leslie Hurst  
Policy Bylaw - Leslie Hurst  
Strategic Planning - Brian Hummel



# **Great Friends Found Here**

## **Visit UPAWS**



**815 S. State Hwy M553**  
**Gwinn, MI 49841**  
**906/475/6661**  
**[www.upaws.org](http://www.upaws.org)**

## Facebook

June 4 at 5:44 PM · 🌐

### NEW HOURS

We are pleased to announce a change to our public hours for the animal shelter. Starting immediately, our public hours are now:

Closed on Mondays (available for strays)

Tuesdays, Wednesdays, and Thursdays from Noon to 4 PM

Fridays, Saturdays, and Sundays from 11 AM to 4 PM

We hope that this change makes it easier and more convenient for you to come visit us and find your next furry family member with the extended weekend hours.

If you have any questions, please do not hesitate to contact us.

Thank you for your continued support!



Hours of Operation	
Monday	CLOSED
Tuesday	12pm - 4pm
Wednesday	12pm - 4pm
Thursday	12pm - 4pm
Friday	11am - 4pm
Saturday	11am - 4pm
Sunday	11am - 4pm

## upaws.org

### Shelter Hours

Monday: Closed

Tuesday: 12pm to 4pm

Wednesday: 12pm to 4pm

Thursday: 12pm to 4pm

Friday: 11am to 4pm

Saturday: 11am to 4pm

Sunday: 11am to 4pm





# Animal Welfare and Law Enforcement Training

**Date:** August 14, 2023

**Time:** Registration 8:30 to 9:00. Class 9:00 to 4:00

**Location:** Upper Peninsula Animal Welfare Shelter, 815 S. State Hwy M553, Gwinn MI 49841 (Cliff - Eagle Mine Community Room) Please use west entrance by free library.

**Lunch:** On your own

## Course Info:

State Anti-Cruelty Law (750.50 a&b) and the Animal Fighting Statute (750.49) Review – The emphasis will be on identifying misdemeanor and felony violations as well as best first steps. (MCOLES Certified).

Hoarders– This course will discuss the different types of hoarders and discuss recommended approaches. We will also cover animals as evidence and PPE. (MCOLES Certified).

The Humane Use of Animal Capture Equipment and Officer Safety -This course will cover the humane use of common animal capture equipment. We will also discuss dog behavior de-escalation and field safety. (MCOLES Certified).

Animals and Disaster a Review and Michigan Update - An overview of disaster response involving animals, the P.E.T.S. ACT, FEMA Resource Typing, changes to MI-SART and up and coming opportunities. (MCOLES Certified)

## Registration Information:

### Call or email:

Michigan Humane Statewide Response  
(313) 262-4022 | [statewideresponse@michiganhumane.org](mailto:statewideresponse@michiganhumane.org)

Please leave the following information

- Name
- Agency or Group
- Phone
- Email

## Additional Information:

There is no cost for this training. Training provided through an MDARD Grant.

Classes count towards the hours that MDARD requires for animal control officer certification.

Hosted by the Upper Peninsula Animal Welfare Shelter



Leslie Hurst <lhurst@upaws.org>

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## Resignation

1 message

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**Hailey Kimball-Dexter** <hkimball@upaws.org>  
To: Board of Directors <board@upaws.org>

Thu, Jun 8, 2023 at 7:25 PM

Dear Board Members,

It is with great regret that I submit my resignation from the UPAWS Board of Directors. I have thoroughly enjoyed working with each of you and have been encouraged by the commitment to animal welfare that I have witnessed from the Board, staff, and volunteers. However, at this time, I am unable to dedicate the time that service on the Board requires. Thank you all for your continued service. I hope to have the opportunity to work with you in some capacity in the future.

Thank you,

Hailey

--

**Hailey R. Kimball-Dexter**

Board Member

Upper Peninsula Animal Welfare Shelter



phone: (989) 306-1781

email: [hkimball@upaws.org](mailto:hkimball@upaws.org)



## **Proposal for Accounting Services** **for the Upper Peninsula Animal Welfare Shelter**

June 1, 2023

Submitted by Chapman & Myers CPAs, PC





June 1, 2023

Chris Danik  
Board Treasurer  
UPAWS  
815 South State Highway M553  
Gwinn, MI 49841

Dear Chris,

On behalf of Chapman & Myers CPAs, PC, I am pleased to submit this proposal to the Upper Peninsula Animal Welfare Shelter (UPAWS) for Accounting Services. We are excited about the possibility of working with UPAWS on their accounting and bookkeeping needs.

We hope this proposal highlights our qualifications, staff capabilities, and industry experience as indications of our capacity to carry out the services requested. In this document, we also illustrate how Chapman & Myers will address the bookkeeping and accounting needs of UPAWS and provide information on our fee structure.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact me at [jim@chapmanmyers.com](mailto:jim@chapmanmyers.com) or 906-228-7616. We look forward to hearing your response.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Jim Myers', with a long horizontal flourish extending to the right.

Jim Myers  
President/Founder  
Chapman & Myers CPAs, PC



Chapman & Myers CPAs, PC is a full-service tax and accounting firm serving Michigan's Upper Peninsula. Chapman & Myers has been in business since 2019, although the history extends back to 1977 as Peterson Financial. Our firm specializes in tax, accounting, bookkeeping, and payroll services. We pride ourselves in being a longstanding business dedicated to the needs of our clients.

One of our passions is helping small organizations and the local community reach their financial goals by tailoring our services to each unique situation. A more detailed explanation of our firm qualifications is provided in the next section.

## **Firm Qualifications**

### **Tax Planning and Preparation**

Chapman & Myers offers a full range of tax planning and compliance services. The firm prepares all federal, state and local tax returns for individuals and businesses. We continuously monitor federal, state, and local tax law changes to allow our clients to minimize current and future tax liabilities. We implement tailor-made tax compliance monitoring systems to prevent costly interest and penalty assessments attributable to late filings.

### **Bookkeeping**

Chapman & Myers provides full charge bookkeeping services, including general journal and subsidiary ledger maintenance, bank statement reconciliation, and analysis. Our bookkeeping process includes a compliance checklist tailored for each client we work with. This process ensures the client provides all necessary documents monthly so that we can efficiently prepare their books and records.

### **Payroll**

Our firm offers complete payroll preparation and payroll tax reporting services. We prepare all federal and state returns and have the capabilities to file electronically including direct deposits of employee paychecks.

### **Accounting**

We offer accounting services for start-ups to established enterprises. Our firm offers accurate record-keeping and reporting from our team of professionals, and we set up financial reports that streamline business and save time.

### **QuickBooks Assistance and Training**

Chapman & Myers not only assists with implementation and support for our clients using QuickBooks, we help them use it more efficiently and effectively. With a QuickBooks ProAdvisor on staff we can train, install, setup, support, and review each client's QuickBooks use.



## Key Staff

### Jim Myers, CPA, President/Founder



Jim is president and one of the founders of the firm. He has been working in the consulting, tax and accounting fields since 1984. He graduated from Lake Superior State University in 1988. He was born and raised in Escanaba and has lived in Walled Lake, Marquette, Sheboygan, Wisconsin and now resides in Ishpeming with his children Zach and Madison. Jim specializes in business consulting and development, business, individual, estate, trust, and non-profit tax preparation and is familiar with various accounting programs, especially QuickBooks. He enjoys spending time golfing, side-by-side riding, and travelling.



### Mary Jeanne Chapman, CPA, Vice President/Founder

Mary Jeanne, also known as MJ, is one of the founders of the firm. She was born and raised in Ishpeming, and graduated Magna Cum Laude from Northern Michigan University in December 2009, with a degree in accounting and financial planning. MJ specializes in individual and business tax preparation services, business development, and is a QuickBooksPro Advisor. She enjoys spending time exploring the outdoors with her husband and daughters.

### Jodi Prophet, CPA



Jodi graduated with a bachelor's degree in Accounting from Northern Michigan University in December of 2000. Since then, she has worked with different types of businesses and individuals assisting with tax, accounting and financial needs. She specializes in business, individual and trust tax preparation, and business consulting. Jodi was born and raised in Ishpeming, and currently resides there with her family. She enjoys reading, attending kids sporting events, spending time with family, and traveling.



### Chelsea Bath, CPA Candidate

Chelsea graduated from Northern Michigan University with a Bachelor's Degree in Accounting and Corporate Finance. She plans to sit for the CPA exam in the near future. Chelsea specializes in tax preparation and leads many of the firm's bookkeeping and payroll functions. Chelsea was born and raised in Negaunee and in her free time she enjoys reading, playing tennis and swimming.

**Ashley Aquino, CPA Candidate**

Ashley graduated from Northern Michigan University with a Bachelor's Degree in Accounting in 2019. Ashley specializes in tax preparation and bookkeeping for non-profit organizations. Ashley enjoys hiking, snowboarding, reading, and knitting.

**References**

A list of references for the four client references, including two similar in size and scope of services needed by UPAWS, are provided below:

RG DESIGN CO.	Services provided
<p>Dax Richer 829 Croix Street Negaunee Michigan 49866 (906) 273-1041 dax@rg-design.co</p> 	<ul style="list-style-type: none"> <li>• Bookkeeping</li> <li>• Payroll/compliance</li> <li>• Tax preparation</li> <li>• Consulting</li> </ul>
SWANSON & TASSON	Services provided
<p>Steve Tasson 1610 Cypress Street Ishpeming, MI 49849 (906) 361-3305 whitetail906@charter.net</p> 	<ul style="list-style-type: none"> <li>• Bookkeeping</li> <li>• Payroll compliance work</li> <li>• Tax preparation</li> <li>• Consulting</li> <li>• Financial statement preparation</li> </ul>
HOME BUILDERS ASSOCIATION OF U.P.	Services provided
<p>Sarah Schultz 3125 Wright St Marquette, MI 49855 (906) 228-2312 info@upbuilders.org</p> 	<ul style="list-style-type: none"> <li>• Provide on-going support for bookkeeping, payroll, and QuickBooks</li> <li>• Prepares and files tax returns for HBA</li> <li>• Works remotely with client, through remote desktop and file sharing portal</li> </ul>

LITTLE FRIENDS CHILDREN CENTER	Services provided
Greta Hill P.O. Box 27 Negaunee, MI 49866 (906) 475-4942 gretakaren@yahoo.com	<ul style="list-style-type: none"> <li>• Payroll/compliance</li> <li>• Form 990</li> </ul>

## Approach to Provide Bookkeeping/Accounting Services

Chapman & Myers taps into our extensive bookkeeping knowledge and experience to adapt and customize our approach to each client's needs. The table below illustrates how we will address the services requested by UPAWS. Chapman & Myers will assign one key staff member to serve as the point of contact and main bookkeeper and one senior accountant to oversee the work.

Weekly	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• Enter payables in QuickBooks; prepare check and ACH payments</li> </ul>	An accountant in the office will enter and prepare these items; a senior accountant will review.
Bi-Weekly	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• Calculation and remittance of payroll and payroll liabilities</li> </ul>	Chapman & Myers has a dedicated payroll team with experience managing employee payroll, all liabilities and tax reporting. We can also assist UPAWS with new hire paperwork, direct deposits, and other payroll needs.
Monthly	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• Process accounts receivable from government contracts and outstanding pledges</li> <li>• Enter and verify deposit records</li> <li>• File and pay estimated state sales and withholding tax</li> <li>• Post adjusted journal entries (as requested)</li> <li>• Reconcile credit cards, checking, savings, PayPal, Square and endowment funds</li> </ul>	Chapman & Myers will perform these tasks and pay the taxes online. We would reconcile accounts monthly and discuss any old outstanding or unusual items noted.

Monthly Reporting	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• Prepare reporting to Board: review and preparation of Statement of Financial Position, Statement of Cash Flows, and Year-to-Date Budget-to-Actual reports</li> </ul>	A CPA who oversees the UPAWS account would review the records to assure accuracy and create “prepared financials” for the board, including all requested items.
Quarterly	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• File form 941</li> </ul>	An accountant will help you set-up and file (preferably electronically) on a quarterly basis.
Annually	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• Assist with annual audit and 990 preparation completed by an outside firm</li> </ul>	A CPA who oversees the account will assist with any needs in this area, and can meet in person or remotely when necessary.
As Needed	How Chapman & Myers will help
<ul style="list-style-type: none"> <li>• Works with Board Treasurer or designee and assists with financial questions and suggests improvements in process and report</li> </ul>	A CPA who oversees the account is available for questions and to suggest improvements.

## Fee Structure

Chapman & Myers bills clients hourly at our current rates and does not provide fixed price quotes or agreements. Our rates are \$95 per hour for bookkeeping, payroll and compliance work, and \$165 an hour for tax return/audit assistance and financial preparation.

Depending on the transaction volume requested on a monthly basis, we estimate that our fees would range from \$1000 to \$2000 per month. Note: our average monthly fee can be better determined after we have a few months of experience working with UPAWS. We estimate that yearly assistance with the audit and as needed questions would range from \$660 to \$1,320, since we cannot fully anticipate the scope of work in those areas.

Chapman & Myers has experienced employees who work quickly and accurately, and UPAWS can be assured our work is done in an expeditious manner.

## **UPAWS Finance Committee**

### **Report & Recommendation: Contracted Bookkeeping**

The Finance Committee recommends to the UPAWS Board of Directors that UPAWS enter into an agreement with Chapman & Myers CPAs, PC for bookkeeping and accounting services.

Services include:

- Enter Payables in Quickbooks; prepare check and ACH payments
- Calculation and remittance of payroll and payroll liabilities
- Process accounts receivable from government contracts and outstanding pledges
- Enter and verify deposit records
- File and pay estimated state sales and withholding tax
- Post adjusted journal entries (as requested)
- Reconcile credit cards, checking, savings, PayPal, Square and endowment funds
- Prepare reporting to the board: review and preparation of Statement of Financial Position, Statement of Cash Flows, and Year-to-Date Budget-to-Actual reports
- Assist with the filing of form 941
- Assist with annual audit and 990 preparation completed by an outside firm
- Works with the Board Treasurer or designee and assists with financial questions and suggests improvements in process and reporting

Services are billed hourly but Chapman & Myers estimates this will cost between \$1000 and \$2000 per month. This means that in a more conservative estimate, this would be a cost of \$24,000 per year for UPAWS. After a full year of service with Chapman & Myers, we would have a better estimate going forward.

### **Background**

Upon the resignation of our former Bookkeeper & Administrative Assistant, the Board Treasurer, Finance Committee, and Personnel Committees had several discussions about utilizing a contracted bookkeeping service rather than having an employee of UPAWS perform this function.

A Request for Proposals (RFP) was sent to several local firms and the committee evaluated the use of an online bookkeeping service offered by Intuit called Quickbooks Live. After reviewing both options, the Finance Committee is in favor of utilizing a local firm with accounting expertise given the lack of services Quickbooks Live offers. Quickbooks Live is unable to provide any kind of financial advice, assist with sales tax filing, send invoices, process receivable payments, pay bills, or run payroll. A full service payroll is available at an additional cost. The combined cost of both services would be about \$7,300 annually. Even though both the Quickbooks Live and separate payroll service would be cheaper, the finance committee believes that the breadth of

services provided by Chapman & Myers is worth the additional cost. In addition, some functions and responsibilities that a local firm can provide would have to be given to UPAWS staff such as processing the receivables and payables.

UPAWS has reached a financial position where it is important to have readily accessible expertise in financial and accounting matters. The organization is big enough to need the additional expertise but not big enough to be able to have someone on staff. The oversight of an external firm can also ensure compliance with accounting standards and the production of accurate financial reports to help the board and staff make the best informed decisions.

### **Benefits**

1. Access to Expertise: An external accounting firm has CPA level expertise on staff to ensure compliance financial reporting. UPAWS would not be able to hire an employee with the necessary expertise due to cost limitations.
2. Continuity: With an outside firm being responsible for our accounting and bookkeeping functions, there will be less of an impact when there is a change in management staff or board members.
3. Improved Productivity: Accounting tasks can be completed faster by someone with the additional expertise. The quantity of financial records that need to be maintained does not justify a full-time staff position at UPAWS.

### **Cost Difference**

Annual Salary of Bookkeeper / Administrative Assistant: \$33,280

Estimated annual cost with Chapman & Myers: \$24,000

Estimated annual savings in employee expense: \$9,280

There are other functions of the former Bookkeeper / Administrative Assistant that will need to be performed by another employee. However, the majority of this position spent working hours on bookkeeping functions.

## **PRESIDENT'S REPORT**

June 23, 2023

### **Operations/SOPs:**

- Several email exchanges with Dr. Tim of Bayshore, they will provide spray & neuter services per our rate, Laura is scheduling. I will be visiting their office in the next week or two to touch base in person.
- Continue to research insurance and health department requirements regarding bite holds. Waiting for a return call from the insurance rep.
- Management Plan updates will be handled via SOP update.
- Low income definition will be handled via SOP update.
- SOP work continues with Coordinators and Laura, other staff included as needed.
- Participated in the dog walking ad hoc group.
- Request for assistance with loose dog training session with area law enforcement. Julie, an experienced caregiver, is doing this on June 27th.
- Working with several people on memorial tiles or pavers. I'm still working on a proposal with Gordon regarding tile/paver offerings and outstanding work with the paver installations (prior vendor). I will try to complete it for the July meeting.
- Red Rover grant application by Helen Kahn was submitted. Thanks Laura & Ann for assisting.

### **Personnel:** See Personnel Committee Report, additionally:

- Two more part-time ACG have started.
- Still need to update Personnel Policy re: Appendix H per Jan. 2022 approval. Will discuss implementing at the next Personnel meeting.

### **Ongoing/Misc**

- Weekly and Ad Hoc (almost daily) meetings with staff and others as scheduled & requested.
- Monitoring and feedback on neglect cases, maintenance and other operational items.
- Donor updates in Neon, phone calls and thank you's as needed.
- Daily review of Sling scheduling
- Review and sign checks (payables) at least weekly.
- Provided a short presentation and tour of shelter to Marquette Hope Church group on June 15. They were very impressed and made a nice donation.

Respectfully submitted,

Leslie Hurst  
UPAWS Board President

**UPAWS Treasurer's Report  
June 2023**

**Activities Since Last Report:**

- Sallys Fund was moved to First Bank per board approval earlier this year. The CDs purchased all came in over 5%.

**May 2023 Financial Reports:**

The May 2023 financial reports are presented to the Board of Directors for approval after being reviewed and approved by the Finance Committee.

**Treasurer's Notes:**

**Revenue:**

- Adoption revenue continues to fall under budget due to lack of kennel space with the current Marquette County case.
- Direct public support overall is under budget
- Misc / 3rd Party Fundraisers includes the Super One round up fundraiser.

YTD Budget: \$318,131.52

YTD Actual: \$262,558.44

Variance: \$55,573.08 (unfavorable)

**Expense:**

- Utilities, Garbage / snow removal and repairs & maintenance line items coming in under budget after several months of being over.
- Total expenses about \$20,000 under budget (after removing depreciation).
- Employee expenses continue to be under budget due to vacant positions
- Operating expenses under budget after depreciation is removed.

YTD Budget: \$358,887.59

YTD Actual: \$309,808.86 (depreciation removed)

Variance: \$49,078.73 (favorable)

In summary, even though we are about \$55k under revenue, we are also \$49k under budget in revenue. At this point in the year, we expected to be operating at about a \$40k loss, keeping in mind that the annual budget the board approved is balanced, but revenue comes at different times in the year. We're showing about a \$47k loss at this point in the year.

Respectfully Submitted,  
Chris Danik  
Treasurer



**Upper Peninsula Animal Welfare Shelter**  
**Statement of Financial Position**  
As of May31, 2023

	<u>May 31, 23</u>	<u>May 31, 22</u>	<u>\$ Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
1010 · Nicolet Checking	140,195.30	211,358.19	(71,162.89)
1012 · Nicolet Sally's Fund Savings	38,187.66	34,560.82	3,626.84
1018 · Nicolet Money Mrkt Savings 5336	0.00	863,890.72	(863,890.72)
1030 · First Bank Money Market	558,074.13	0.00	558,074.13
1070 · PayPal account	75.63	620.99	(545.36)
1090 · Cash in Drawer	333.78	299.99	33.79
<b>Total Checking/Savings</b>	<u>736,866.50</u>	<u>1,110,730.71</u>	<u>(373,864.21)</u>
<b>Accounts Receivable</b>			
1200 · *Accounts Receivable	12,304.50	6,180.00	6,124.50
1524 · Capital Campaign Pledges	6,050.00	13,785.00	(7,735.00)
<b>Total Accounts Receivable</b>	<u>18,354.50</u>	<u>19,965.00</u>	<u>(1,610.50)</u>
<b>Other Current Assets</b>			
1080 · Petty Cash	400.00	254.25	145.75
1499 · Undeposited Funds	75.00	75.00	0.00
1540 · Allowance for Uncol Promises	1,017.50	867.50	150.00
1550 · Discount-CC Pledges Receivable	(1,754.00)	(1,754.00)	0.00
<b>Total Other Current Assets</b>	<u>(261.50)</u>	<u>(557.25)</u>	<u>295.75</u>
<b>Total Current Assets</b>	<u>754,959.50</u>	<u>1,130,138.46</u>	<u>(375,178.96)</u>
<b>Fixed Assets</b>			
1611 · Land - County Rd 553	20,586.75	20,586.75	0.00
1615 · Buildings	3,632,714.80	3,632,714.80	0.00
1640 · Vehicles	32,649.00	23,149.00	9,500.00
1643 · Land Improvments	20,617.85	11,165.60	9,452.25
1645 · Office & Kennel Equipment	7,882.14	5,615.86	2,266.28
1650 · New Shelter-Furniture & Equip	94,464.04	94,464.04	0.00
1670 · Accumulated Depreciation	(579,008.88)	(380,057.07)	(198,951.81)
<b>Total Fixed Assets</b>	<u>3,229,905.70</u>	<u>3,407,638.98</u>	<u>(177,733.28)</u>
<b>Other Assets</b>			
1074 · WF Endowment Fund Investments	341,776.97	266,181.59	75,595.38
1078 · First Bank CD	200,000.00	0.00	200,000.00
1700 · Beneficial Interest in MCCF	107,677.38	125,021.29	(17,343.91)
1702 · Beneficial Interest-Dixon F B	604,343.21	680,864.09	(76,520.88)
<b>Total Other Assets</b>	<u>1,253,797.56</u>	<u>1,072,066.97</u>	<u>181,730.59</u>
<b>TOTAL ASSETS</b>	<u><u>5,238,662.76</u></u>	<u><u>5,609,844.41</u></u>	<u><u>(371,181.65)</u></u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			

<b>Current Liabilities</b>			
<b>Accounts Payable</b>			
2001 · *Accounts Payable	3,369.66	185.66	3,184.00
<b>Total Accounts Payable</b>	<b>3,369.66</b>	<b>185.66</b>	<b>3,184.00</b>
<b>Other Current Liabilities</b>			
2025 · Accrued Benefits	8,206.31	8,206.31	0.00
<b>2100 · Payroll Liabilities</b>			
2101 · Federal Tax W/H Payable	1,407.83	563.60	844.23
2102 · Medicare and SS Payable	3,572.35	1,596.55	1,975.80
2103 · Michigan W/H Payable	2,011.87	2,837.70	(825.83)
2104 · Suta Tax Payable	(1,413.49)	98.44	(1,511.93)
2108 · AFLAC pre-tax	0.00	(59.43)	59.43
2111 · Simple Plan Payable	0.00	(6.00)	6.00
2100 · Payroll Liabilities - Other	7,499.95	12,638.86	(5,138.91)
<b>Total 2100 · Payroll Liabilities</b>	<b>13,078.51</b>	<b>17,669.72</b>	<b>(4,591.21)</b>
2520 · Gift Certificates Outstanding	(10.00)	0.00	(10.00)
2550 · Sales Tax Payable	1,147.35	1,366.57	(219.22)
<b>Total Other Current Liabilities</b>	<b>22,422.17</b>	<b>27,242.60</b>	<b>(4,820.43)</b>
<b>Total Current Liabilities</b>	<b>25,791.83</b>	<b>27,428.26</b>	<b>(1,636.43)</b>
<b>Total Liabilities</b>	<b>25,791.83</b>	<b>27,428.26</b>	<b>(1,636.43)</b>
<b>Equity</b>			
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	3,671,820.86	3,828,585.82	(156,764.96)
<b>Net Income</b>	<b>(79,825.38)</b>	<b>132,954.88</b>	<b>(212,780.26)</b>
<b>Total Equity</b>	<b>5,212,870.93</b>	<b>5,582,416.15</b>	<b>(369,545.22)</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>5,238,662.76</b>	<b>5,609,844.41</b>	<b>(371,181.65)</b>

**Upper Peninsula Animal Welfare Shelter**  
**YTD Budget to Actual**  
**May 2023**

	<u>May 23</u>	<u>Budget</u>	<u>Jan - May 23</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense					
Income					
<b>4000 · SHELTER REVENUE</b>					
4005 · Pet Adoptions	7,155.99	8,333.33	25,443.58	41,666.66	100,000.00
4010 · Redeemed Animals	245.00	333.33	1,408.00	1,666.66	4,000.00
4012 · Boarding Fee	275.00	166.66	3,782.82	833.32	2,000.00
4015 · Vet/Optional Care	154.18	166.66	364.18	833.32	2,000.00
4017 · Dog Park	317.78	333.33	929.70	1,666.66	4,000.00
4018 · Rentals Revenue	(45.00)	208.33	355.00	1,041.66	2,500.00
4020 · Government Contracted Services	0.00	4,166.66	39,180.62	20,833.32	50,000.00
4030 · Dog License Revenue	36.00	33.33	216.00	166.66	400.00
4031 · Microchipping	160.00	166.66	585.00	833.32	2,000.00
4032 · Nail Clipping / Grooming	532.00	250.00	1,863.00	1,250.00	3,000.00
4033 · Community Spay/Neuter Revenue	0.00	416.66	2,620.50	2,083.32	5,000.00
4050 · Miscellaneous Services	30.00	50.00	30.00	250.00	600.00
4060 · Cremation Services Revenue	234.00	125.00	588.00	625.00	1,500.00
<b>Total 4000 · SHELTER REVENUE</b>	<b>9,094.95</b>	<b>14,749.95</b>	<b>77,366.40</b>	<b>73,749.90</b>	<b>177,000.00</b>
<b>4100 · DIRECT PUBLIC SUPPORT</b>					
4006 · Pet Care Sponsorship	145.00	1,000.00	3,432.29	5,000.00	12,000.00
4008 · Pet Promotion Sponsorship	0.00	41.66	1,000.00	208.32	500.00
4109 · Pink Lady	25.00	166.66	155.00	833.32	2,000.00
4110 · Donations	11,496.13	20,000.00	92,233.74	100,000.00	260,000.00
4119 · Stock Donations	0.00		524.97		
4120 · Special Gifts	1,200.00	1,500.00	1,613.96	7,500.00	18,000.00
4123 · Memorial Bricks/Tiles	500.00	250.00	500.00	1,250.00	3,000.00
4125 · Donated Svs/Material In Kind	0.00	2,083.33	5,899.39	10,416.66	25,000.00
4135 · Bequests	0.00	6,250.00	0.00	31,250.00	75,000.00
4188 · Naming Opportunities	0.00	2,500.00	0.00	12,500.00	30,000.00
<b>Total 4100 · DIRECT PUBLIC SUPPORT</b>	<b>13,366.13</b>	<b>33,791.65</b>	<b>105,359.35</b>	<b>168,958.30</b>	<b>425,500.00</b>
<b>4156 · GRANT REVENUE</b>					
4157 · General Grants	0.00	1,250.00	0.00	6,250.00	15,000.00
<b>Total 4156 · GRANT REVENUE</b>	<b>0.00</b>	<b>1,250.00</b>	<b>0.00</b>	<b>6,250.00</b>	<b>15,000.00</b>
<b>4200 · FUNDRAISING REVENUE</b>					
4128 · Misc/3rd Party Fundraisers	6,162.22	0.00	6,753.08	0.00	1,400.00
4140 · Canisters	863.65	750.00	4,161.00	3,750.00	9,000.00
4143 · Tadychs Receipts	3,234.53	0.00	3,234.53	3,600.00	7,200.00
4144 · Cause for Paws	0.00	23,600.00	1,500.00	23,600.00	23,600.00
4147 · Strut Your Mutt	0.00	0.00	1,500.00	0.00	16,200.00
4151 · Raise The Woof	0.00	0.00	6,137.65	6,350.00	6,350.00
4170 · TUFT Golf Outing	0.00	0.00	1,500.00	0.00	26,100.00
4183 · Rescue Raffle	0.00	540.00	0.00	540.00	7,700.00
4197 · Calendar	335.00	2,100.00	354.28	2,100.00	23,190.00
<b>Total 4200 · FUNDRAISING REVENUE</b>	<b>10,595.40</b>	<b>26,990.00</b>	<b>25,140.54</b>	<b>39,940.00</b>	<b>120,740.00</b>
<b>4500 · OTHER Revenue</b>					
4205 · Resale Items Revenue	1,867.60	3,100.00	11,347.42	15,500.00	65,000.00
4215 · Interest Revenue	2,761.50	2,500.00	9,212.02	11,000.00	28,500.00
4220 · Miscellaneous Revenue	11.28	66.66	1,421.08	333.32	800.00

4221 · Endowment Fund Earnings	0.00	0.00	4,967.36	0.00	4,000.00
4223 · MCCF B.Reider Fund Distribution	0.00	0.00	22,038.90	0.00	19,000.00
4227 · Distribution from Dixon Estate	0.00	0.00	2,294.17	2,400.00	32,000.00
4290 · Retail Discounts	0.00		(88.80)		
<b>Total 4500 · OTHER Revenue</b>	<b>4,640.38</b>	<b>5,666.66</b>	<b>51,192.15</b>	<b>29,233.32</b>	<b>149,300.00</b>
<b>46000 · Merchandise Sales</b>	<b>3,500.00</b>		<b>3,500.00</b>		
<b>Total Income</b>	<b>41,196.86</b>	<b>82,448.26</b>	<b>262,558.44</b>	<b>318,131.52</b>	<b>887,540.00</b>
<b>Gross Profit</b>	<b>41,196.86</b>	<b>82,448.26</b>	<b>262,558.44</b>	<b>318,131.52</b>	<b>887,540.00</b>
<b>Expense</b>					
<b>5000 · Employee Expense</b>					
5129 · Employee Uniforms	0.00	83.33	0.00	416.66	1,000.00
5200 · Payroll Expenses	17.67	16.66	30.32	83.32	200.00
5201 · Wages & Salaries	24,236.81	33,386.62	140,026.02	166,933.10	434,026.00
5202 · Overtime	639.47	833.33	3,341.95	4,166.66	10,000.00
5203 · Bonuses	0.00	0.00	0.00	0.00	14,000.00
5225 · Simple Plan Employer	201.16	225.00	1,012.55	1,125.00	2,700.00
5230 · Michigan Unemployment Payable	14.45	51.66	1,249.20	258.32	620.00
5235 · Employer Social Security	1,542.32	2,294.13	8,889.73	11,470.67	27,529.61
5240 · Employer Medicare	360.69	536.53	2,079.05	2,682.65	6,438.38
5245 · Worker's Compensation	266.00	222.91	2,533.00	1,114.57	2,675.00
5246 · Employee Relations	0.00	416.66	145.08	2,083.32	5,000.00
5248 · Health Ben / Dental / Vision	0.00	750.00	2,382.27	3,750.00	9,000.00
<b>Total 5000 · Employee Expense</b>	<b>27,278.57</b>	<b>38,816.83</b>	<b>161,689.17</b>	<b>194,084.27</b>	<b>513,188.99</b>
<b>5500 · OPERATING EXPENSE</b>					
5009 · Phone/Network Access	225.79	400.00	1,667.00	2,000.00	4,800.00
5011 · Merchant Service Fees	474.61	666.66	1,767.42	3,333.32	8,000.00
5012 · Bank Service Charges	0.00	12.50	0.00	62.50	150.00
5050 · Utilities	2,425.51	3,166.66	19,157.26	15,833.32	38,000.00
5100 · Cleaning Supplies	503.08	375.00	1,594.34	1,875.00	4,500.00
5102 · Animal Supplies/Equipment	52.74	541.66	2,440.11	2,708.32	6,500.00
5105 · Repairs/Maintenance	386.18	1,083.33	7,761.81	5,416.66	13,000.00
5106 · Garbage/Snow Removal	471.75	508.33	5,625.35	2,541.66	6,100.00
5115 · Office Supplies/Postage	176.40	416.66	2,030.57	2,083.32	5,000.00
5117 · Community Spay/Neuter Expense	0.00	583.33	3,343.80	2,916.66	7,000.00
5119 · Small Equipment	0.00	250.00	119.99	1,250.00	3,000.00
5120 · Building/Auto Insurance	142.76	818.18	33,416.08	29,272.72	35,000.00
5125 · Food	109.34	833.33	4,895.10	4,166.66	10,000.00
5127 · Microchips	0.00	0.00	0.00	0.00	0.00
5130 · Medical Supplies-Vaccines	1,384.04	1,380.83	5,837.65	6,904.16	16,570.00
5135 · Vet Care	727.00	4,166.66	9,069.62	20,833.32	50,000.00
5140 · Spay & Neuter Expense	2,125.00	2,083.33	13,047.20	10,416.66	25,000.00
5145 · Vehicle	0.00	125.00	559.43	625.00	1,500.00
5146 · Dog License Expense	12.00	37.50	122.00	187.50	450.00
5150 · Mileage	25.15	150.00	358.69	750.00	1,800.00
5160 · Depreciation	11,703.05		58,515.25		
5165 · Cash over/short	0.02	8.33	(12.15)	41.66	100.00
5530 · Cremation Services Expense	93.00	125.00	761.00	625.00	1,500.00
6138 · Pink Lady Expense	0.00	166.66	0.00	833.32	2,000.00
6539 · Computer Software	459.00	583.33	3,294.08	2,916.66	7,000.00
6565 · IT Consulting	0.00	125.00	404.50	625.00	1,500.00
<b>Total 5500 · OPERATING EXPENSE</b>	<b>21,496.42</b>	<b>18,607.28</b>	<b>175,776.10</b>	<b>118,218.42</b>	<b>248,470.00</b>

<b>5550 · GRANT EXPENSE</b>					
5551 · General Grants	0.00	83.33	0.00	416.66	1,000.00
<b>Total 5550 · GRANT EXPENSE</b>	<u>0.00</u>	<u>83.33</u>	<u>0.00</u>	<u>416.66</u>	<u>1,000.00</u>
<b>5600 · FUNDRAISING EXPENSE</b>					
5280 · Live Trap Fundrasier Expense	0.00		1,806.00		
6307 · Calendar Expense	50.25	0.00	59.65	0.00	3,905.00
6311 · Cause for Paws Expense	0.00	1,000.00	0.00	7,080.00	7,080.00
6315 · Misc/3rd Party Fund Expense	42.00	8.33	186.24	41.66	100.00
6317 · Raise The Woof Expense	0.00	0.00	1,147.20	2,100.00	2,100.00
6322 · Rescue Raffle Expense	0.00	0.00	50.00	280.00	2,280.00
6324 · Miscellaneous Expenses	0.00	16.66	0.00	83.32	200.00
6330 · TUFT Golf Outing Expense	0.00	0.00	50.00	0.00	7,233.00
6550 · Strut Your Mutt Expense	0.00	0.00	125.00	0.00	2,350.00
6551 · Canisters Expense	0.00	0.00	0.00	0.00	0.00
<b>Total 5600 · FUNDRAISING EXPENSE</b>	<u>92.25</u>	<u>1,024.99</u>	<u>3,424.09</u>	<u>9,584.98</u>	<u>25,248.00</u>
<b>6000 · OTHER EXPENSE</b>					
5142 · Volunteer Program	0.00	100.00	395.84	500.00	1,200.00
6313 · Direct Solicitations	0.00	0.00	6,483.05	5,400.00	10,800.00
6503 · Community Outreach	0.00	166.66	1,362.76	833.32	2,000.00
6504 · Memorial Bricks/Tiles	0.00	166.66	0.00	833.32	2,000.00
6505 · Professional Fees	0.00	833.33	438.92	4,166.66	10,000.00
6510 · Publications	0.00	5,000.00	46.65	5,000.00	10,000.00
6511 · Pet Promotion Expense	0.00	150.00	919.73	750.00	1,800.00
6515 · Promotions & Advertising	0.00	83.33	441.71	416.66	1,000.00
6525 · Resale Items Expense	413.67	1,200.00	12,020.64	6,000.00	30,000.00
6530 · Conferences / Training	0.00	333.33	379.80	1,666.66	4,000.00
6532 · Donor Development	0.00	83.33	60.00	416.66	1,000.00
6533 · Strategic Planning	0.00	100.00	0.00	500.00	1,200.00
6535 · Licenses, Dues, Permits & Fees	0.00	100.00	0.00	500.00	1,200.00
6540 · Miscellaneous Expense	566.87	166.66	812.55	833.32	2,000.00
6561 · Investment Expense	283.27	1,703.33	4,073.10	8,516.66	20,440.00
6688 · Naming Opportunity Expense	0.00	50.00	0.00	250.00	600.00
<b>Total 6000 · OTHER EXPENSE</b>	<u>1,263.81</u>	<u>10,236.63</u>	<u>27,434.75</u>	<u>36,583.26</u>	<u>99,240.00</u>
<b>Total Expense</b>	<u>50,131.05</u>	<u>68,769.06</u>	<u>368,324.11</u>	<u>358,887.59</u>	<u>887,146.99</u>
<b>Net Ordinary Income</b>	(8,934.19)	13,679.20	(105,765.67)	(40,756.07)	393.01
<b>Other Income/Expense</b>					
<b>Other Income</b>					
4300 · Unrealized Gain/Loss	(4,970.39)		21,086.94		
4310 · Realized Loss/Gain LT Invstmnt	0.00		1,679.37		
<b>4400 · RESTRICTED REVENUE</b>					
<b>7400 · SALLY'S FUND</b>					
4218 · Sally's Fund Revenue	38.59		3,591.98		
6518 · Sally's Fund Expense	0.00		(418.00)		
<b>Total 7400 · SALLY'S FUND</b>	<u>38.59</u>		<u>3,173.98</u>		
<b>Total 4400 · RESTRICTED REVENUE</b>	<u>38.59</u>		<u>3,173.98</u>		
<b>Total Other Income</b>	<u>(4,931.80)</u>		<u>25,940.29</u>		
<b>Net Other Income</b>	<u>(4,931.80)</u>		<u>25,940.29</u>		
<b>Net Income</b>	<u>(13,865.99)</u>	<u>13,679.20</u>	<u>(79,825.38)</u>	<u>(40,756.07)</u>	<u>393.01</u>

**Upper Peninsula Animal Welfare Shelter**

**Days Cash On Hand as of May 2023**

	<b>Cash Less Restricted Funds*</b>	<b>Annual Expense</b>	<b>Daily Expense</b>	<b>Days Cash on Hand</b>	
<b>2023</b>	\$711,383.34	\$887,146.99	\$2,430.54	293	(Year to Date)
<b>2022</b>	\$969,199.36	\$776,458.72	\$2,127.28	456	
<b>2021</b>	\$882,513.53	\$774,749.62	\$2,122.60	416	
<b>2020</b>	\$645,045.70	\$753,663.47	\$2,064.83	312	
<b>2019</b>	\$415,591.49	\$741,157.74	\$2,030.57	205	
<b>2018</b>	\$311,797.49	\$521,136.55	\$1,427.77	218	
<b>2017</b>	\$215,192.09	\$536,174.67	\$1,468.97	146	
<b>2016</b>	\$201,661.55	\$602,450.00	\$1,650.55	122	
<b>2015</b>	\$152,858.00	\$576,669.00	\$1,579.92	97	
<b>2014</b>	\$191,970.00	\$520,354.25	\$1,425.63	135	
<b>2013</b>	\$146,529.00	\$431,923.23	\$1,183.35	124	
<b>2012</b>	\$147,882.00	\$451,620.63	\$1,237.32	120	

**Notes**

**February 2023**      \$200,000 moved to four Certificates of Deposit (CD) per board R&R

***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

## Operations Report June 23, 2023

- Volunteers & Fosters: Morning and afternoon in-shelter shifts are FULL- for cats and small critters and chore help.
- Dog Walker Volunteer Program Committee
  - Developed a questionnaire worksheet for committee members.
  - Once all the responses are gathered, I will review and compile them. Depending on the level of discrepancies, we may have a discussion during a Google meeting. If the responses are relatively similar, I will create a draft and send it to you for review. We can have a meeting to discuss the draft and make changes as many times as needed. However, if the changes are minor, I will communicate via email.
  - Finally, the proposed plan will be taken to the Board for approval, at which point any further changes or revisions will be made.
- Animal Care: Updated kennel cards, who's who cards for cat colonies, overnights with puppies, shelter cat litter program.
- Maintenance
  - Setting up and ordering tarps for outside pens
  - There has been a large amount of donations this month to process
  - Wyshi-wash repairs and directions to staff on proper use
  - Investigating floor machine repair and food prep refrigerator/freezer options.
  - HVAC/Air conditioning investigation re: zones, thermostats and thresholds.
- Upcoming Adoption Events
  - June Adopt a Cat Month – Spin the Wheel promotion
  - Best Friends Animal Society June 30-July 2
  - Bissell Empty the Shelters July 6-31
- Media:
  - TV6, ABC10, TV19 – June Adopt a Cat Month AND Pet Photo Calendar
  - Q-107 Pet of Week, ABC10 Pet of the Week, Radio Results Pet of the Week.
- Community Outreach Events: TV6 interviewed UPAWS (Laura) for a Veterinarian & Pet Care Story
- Grants and Other
  - Applied for the following grants:
    - Petfinder Cat Enrichment Grant (applied for Kitty Kasa Duro Pro Cube Containment Hidey Beds and Kasa high-soft sided beds) **RECEIVED \$500 GRANT!**
    - 2023 Trolli's Dynamic Duo Grant (to support adoption of small animals) **DECLINED**
    - 2023 Bar Dog Operation Grant (applied for disinfecting products) **undecided still**
  - Publications completed
    - Pet Gazette
    - Annual Report
  - Platinum Banner came in and displayed in lobby

May 2023	DOGS		CATS		OTHER	TOTAL	
In Shelter	26		29		11	66	
In Foster	23	8 in true foster	30	8 in true foster	8	61	
<b>TOTAL Beginning Count</b>	<b>49</b>		<b>59</b>		<b>19</b>	<b>127</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	22	0	20	13	27	82	200
Returned Adoption	4	0	2		0	6	10
Stray (from Police, Public and Shelter Pickup)	20	0	6	1	1	28	79
Born in Care	0	8	0	2	0	10	31
Transferred from Other Shelters	6	5	3	0	0	14	18
Special Hold/Service In	0	0	0	0	0	0	3
Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	24
<b>Total Intakes</b>	<b>52</b>	<b>13</b>	<b>31</b>	<b>16</b>	<b>28</b>	<b>140</b>	<b>365</b>

### OUTCOMES

Adoptions (shelter, foster home or special event)	31	5	36	8	24	104	294
<b>Total Adoptions YTD</b>	<b>85</b>	<b>14</b>	<b>109</b>	<b>22</b>	<b>64</b>	<b>294</b>	
Returned to Owner	33	0	5	0	2	40	77
Transferred to Rescue Groups/Shelters	4	0	0	0	0	4	10
<b>Total Live Outcomes</b>	<b>68</b>	<b>5</b>	<b>41</b>	<b>8</b>	<b>26</b>	<b>148</b>	<b>381</b>
<b>EUTHANIZED/DEATHS/MISSING/STOLEN</b>							
Dangerous	0	0	0	0	0	0	0
Dying	0	0	0	0	0	0	3
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>3</b>
Died at shelter/foster home - Unknown	0	0	0	1	0	1	2
Missing/Stolen/Escaped	0	0	0	0	0	0	1
Animal's Name and Reason							
<b>Total Euth/Died/Other Outcomes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>6</b>
In Shelter	28		25			53	
In Foster	14	true foster	31	true foster	8	53	
<b>TOTAL Ending Count (per formula)</b>	<b>41</b>		<b>56</b>		<b>21</b>	<b>118</b>	
<b>TOTAL Ending Count (per report)</b>	<b>42</b>		<b>56</b>		<b>21</b>		
<b>SAVE RATE (Intake- Euthanasia Outcome)/Intake</b>						<b>100.0%</b>	<b>99.2%</b>
<b>ASPCA Live Release Rate (Live Outcomes/ Intake)</b>						<b>105.7%</b>	<b>104.4%</b>

### OTHER INFO

	Dogs	Cats
Avg. Length of Stay		
Monthly Return Rate (returns/adoptions)	11%	5%



## UPAWS Finance Committee Minutes

**Meeting Date: Thursday, June 22nd, 2023 at 5:00pm**

**Meeting Location: Blackrocks Brewery**

Present: Chris Danik (Chair), Jill Compton, Cole Zybert

Excused: Dale Dexter

### **New Business**

- **Review May 2023 Financial Reports:** The committee reviewed and discussed the May 2023 financial reports. **It was moved by Jill and seconded by Cole to recommend that the Board of Directors approve the May 2023 financial reports. The motion passed unanimously.**

### **Old Business**

- **Contracted Bookkeeper / CPA:** We received one response to our RFP as well as investigated the Quickbooks Live service. The committee was impressed with the proposal by Chapman & Myers CPAs, PC. They are able to handle all services requested in the RFP. The Quickbooks option is cheaper but this committee feels that the oversight and local expertise of Chapman & Myers is needed. **It was moved by Jill and seconded by Cole to recommend that the Board of Directors enter into an agreement with Chapman & Myers CPAs, PC for accounting services.**
- **Endowment Fund Updates:** The committee reviewed recommendations from Tami Seavoy (Kendricks Bordeaux, P.C.) on the status of our endowment fund and trust agreement. This committee will draft a spending policy and investment policy for our endowment fund. Changes to the mention of the endowment fund in the current finance policies as well as a new spending and investment policy will be compiled through a Report & Recommendation for the board once complete.
- **Financial Policy Revisions:** Pending new spending and investment policy additions.

The meeting was adjourned at 6:05pm

**Next Meeting: Thursday, July 20th, 2023 on Google Meet**



**Personnel Committee Board Report**  
**June 23, 2023**

**Shelter Manager Hiring**

- Selected four candidates to interview.
- Interviews conducted onsite week of June 12th. Interview group consisted of Leslie, Chris, Lynn (virtual) and Hayley (virtual).
- Updated the 2016 Shelter Manager Interview Questions and Guide. We felt this was a very comprehensive interview and it took 1 - 2 hours to conduct, gathering a good set of information.
- Virtual meeting on the 21st to recap interviews and discuss selection process:
  - Check references asap to aid in selection. Deb, Leslie, Hayley & Lynn will each take a candidate and try to complete by 6/27 meeting. We are using the UPAWS Reference Check Executive Director form, updated to Shelter Manager.
  - Each interviewer will complete the Interview Summary sheet, gathering their notes on each candidate, ranking and adding comments as they see fit.
- Virtual meeting on 27th to make selections, ranking 1 - 4.
- Scheduling a meet & greet with the Board prior to making an offer.
- Conduct background checks (state & federal) as a contingency of offer. Deb will assist with this.

**Other**

- Chris Danik has replaced Hailey on the Personnel Committee effective immediately.

Respectfully submitted,

Leslie Hurst, Personnel Chair